

Sales Management
PART TWO

Sales Meetings
CONVENTIONS • EXPOSITIONS • TRADE SHOWS

INCENTIVE TRAVEL

Up Again in '58

A PRIME MOVER OF MEN
AND MERCHANDISE . . . IT'S
GOING HIGHER THAN EVER



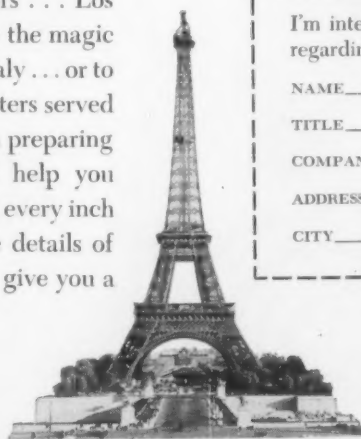
rich life

SALES CONTESTS...OFF TO A FLYING START



TRAVEL AWARD

There's no incentive like travel. For your next contest, choose one of the many fascinating spots along the routes of the TWA Skyliners . . . Los Angeles, Las Vegas, New York. Or try the magic touch of a trip abroad, to France . . . Italy . . . or to any of twenty-three major foreign centers served by TWA. Our experts are old hands in preparing Travel Award Programs. They will help you launch a campaign and merchandise it every inch of the way. TWA will handle all the details of reservations, itineraries, side trips . . . give you a complete "package."



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COMPANY _____

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CITY _____ STATE _____

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TRAVEL AWARDS PLAN



USE NORTH AMERICAN PADDED VANS

*get your exhibits to
every show intact and on
time with specialized exhibit
display moving service*





**Getting the
display IN...
and getting it
OUT...is every
exhibitor's
biggest problem**

*This brochure tells how hundreds of
outstanding firms have solved their display
moving problems, through the specialized
service of North American Van Lines.
Read it carefully — it will help you get
better display moves every time.*

The Pace Car used at the Indianapolis 500-mile race was shipped to Ford dealers around the country via North American padded vans. One example of the many uses of this new service.



This display moving service is **newer!**

North American Van Lines, America's leading long-distance moving organization, offers the only *specialized* service for the quick, safe shipping of all types of displays and exhibits. We have set up a separate department to give these shipments the individual attention they require—something new in the trade show field!

... and definitely **safer!**

Experience counts in handling displays. Our carefully trained personnel know exactly how to protect each part of the exhibit for delivery at the convention hall in perfect condition. Our ultra-modern vans are equipped with liberal quantities of pads and coveralls, as well as tie-offs built in the wall of the van, to pack and anchor the display for a safe journey—anywhere!

Applying protective pads to a display panel. Each NAVL van comes with ample wrapping and packing materials, and expert movers to assure a safe trip.



You'll find it is **quicker!**

Door-to-door delivery of your display—a basic feature of our specialized service—eliminates delays caused by local drayage. You save time, too, because the North American way requires little or no crating, thus assuring quicker setup and dismantling. Show dates often catch exhibitors with very little time to spare. That's when you'll appreciate our faster service most!



These display crates, stored outside during the National Metal Show, give some idea of the time consumed in removing, storing and re-packing exhibits in crates.



View of the Communications Center at North American Van Lines' General Offices, showing the batteries of leased wire equipment that assure "dated delivery."

... and decidedly **surer!**

Nationwide dispatching offices give North American positive control in supplying vans on schedule. We have daily leased wire service to seven area offices and a pool of over 1,100 fully equipped vans to draw from. You tell us your dates; we'll get you *in* and get you *out* on time, whether you have one exhibit or a series of close-together showings.

One of the spacious new North American padded vans ready to roll with a shipment. Our nationwide resources simplify your display moving problems.



It makes your job **easier!**

Our adequate facilities and expert counsel take all display-moving worries off your mind. You can order the move as a complete "package" from one reliable source, from origin to show and back again. We can even arrange for safe, convenient storage of your display between shows on the same job ticket if desired—another tough problem made easy!

... and finally, it's often **cheaper!**

With its many advantages, you'd expect our specialized display moving service to be more expensive. On the contrary, it costs *less*. You save on costly crating; on setup and re-crating time; on personnel layover expenses; on local drayage. Add up these and other savings. You'll discover that there's real economy in shipping your displays the North American way!

Door-to-door delivery saves local drayage. Here a number of North American vans have been driven right into an exhibit hall for economy in unloading.

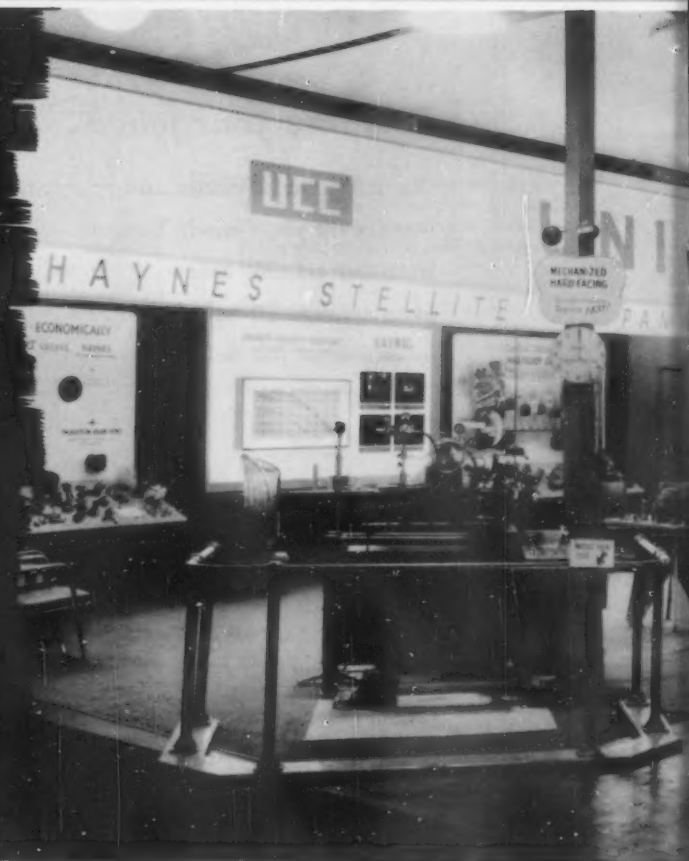




*Now Watch
this Specialized*
**display
moving
service**

in Action!

*Some Typical Examples
of NAVL Work for
Leading Firms*



50th Anniversary Exhibit of King Fifth Wheel Co. was a real eye-catcher at National Metal Show. NAVL delivered it swiftly, in perfect shape.

Harnischfeger's impressive display of welding equipment and hoists included many actual machines. All traveled safely via North American.

Some of the North American vans that transported the Chrysler traveling exhibit, "New Worlds in Motion," to cities all over U. S. As many as 35 vans were required at one time.

Big and colorful, this Owens-Corning Fiberglas exhibit reached Atlantic City fresh as a daisy after its 650-mile trip in NAVL padded vans.

Think of the care needed to pack and transport a huge display like the one for Union Carbide & Carbon, a part of which is shown at left! NAVL specialists took it in stride.

This attractive Ajax Engineering display had illuminated panels and precision parts that called for care in handling.



A SALUTE TO THE DISPLAY BUILDER

The successful builder of displays is a combination of architect, artist, showman, salesman and craftsman. He knows materials and finishes. He can utilize color, light, sound and motion to enhance the effectiveness of your display. He helps you get the most for your display dollars.

It has been our privilege to transport exhibits created by virtually every well-known display builder. We welcome this opportunity to pay tribute to the beauty and quality of their work.

Our List of
satisfied users
reads like a Who's Who of Industry!

American Kitchens Div., Avco Mfg. Corp.
American Telephone & Telegraph Company
American Water Works Association
A P Parts Company
Atlanta Steel Company
Ball Brothers Company
Bethlehem Steel Company
Burroughs Adding Machine Co.
Chesapeake & Ohio Railroad
Chrysler Corporation
Crosley Div., Avco Mfg. Corporation
Dayton Rubber Company
Eaton Mfg. Co.
Electric Storage Battery Company
Electro-Motive Div., General Motors Corp.
Fluor Corporation
Ford Motor Company
Gannon Manufacturing Company
General Electric Company
Hamilton-Beach Company
Harnischfeger Corporation
Frank G. Hough Co.

International Business Machines Corp.
Key Company (Oil Refinery Equipment)
King Fifth Wheel Company
Libbey-Owens-Ford Glass Co.
Minneapolis-Honeywell Regulator Co.
Motorola, Inc.
National Homes Corporation
Newsweek Magazine
Owens-Corning Fiberglas Corp.
Packard Motor Car Company
Penton Publishing Company
Perfect Circle Corporation
Polaroid Corporation
Republic Steel Corporation
Rockford Show Case Company
Rotary Lift Company
Sears, Roebuck & Company
St. Regis Paper Company
Sylvania Electric Products, Inc.
The Upson Company
Union Carbide & Carbon Corporation
Westinghouse Electric Corp.



*Serving the Moving
Needs of a Continent*

A Letter... and Some Excerpts



North American Van Lines, Incorporated
Fort Wayne 1, Indiana

Gentlemen:

We were somewhat skeptical about dispensing with crating when shipping our display fixtures by van from St. Louis to Tulsa for the International Petroleum Exposition last month, as it was a very elaborate display and required more care in handling than ordinary household furniture.

Your local solicitor not only promised that the load would be delivered without damage, but he also promised that the van would be at the Exposition Grounds at 8:00 A.M. on the morning of May 11th.

The shipment was not only delivered on time but not a single piece of equipment was damaged, and the driver ought to get a citation for the manner in which he steered his van around derricks and guy wires and dozens of motor vehicles of all types and sizes.

I figure that we saved over \$300.00 on crating materials by shipping by van, and we also saved a lot of man-hours by having a clear space to assemble our exhibit just as each unit was unloaded from the van.

Very truly yours,

G. A. Miller
G. A. Miller
Vice President

DISTRICT OFFICES...NEW YORK CITY • CHICAGO • CLEVELAND • TULSA • HOUSTON • LOS ANGELES

"newer!"

"Your new specialized service in transporting our exhibit was excellent in every respect. The idea of using North American padded vans is a boon to the exhibitor."

—King Fifth Wheel Company

"safer!"

"The exhibit arrived in perfect condition at Atlantic City, was picked up promptly and was beautifully packed when returned here to the plant."

—The Frank G. Hough Co.

"quicker!"

"Our AP Muffler and 'Miracle Power' trade show displays do a big selling job. We rely on North American padded vans to transport each exhibit promptly. They save time and worry."

—AP Parts Company

"surer!"

"Moving our convention displays via North American padded vans has been very satisfactory. The exhibits were delivered promptly and in perfect condition."

—The Dayton Rubber Co.

"easier!"

"Shipping our exhibits by North American Van Lines makes our display job much easier. We have found this service very economical, prompt and dependable."

—Perfect Circle Corporation

"cheaper!"

Other Superior



services

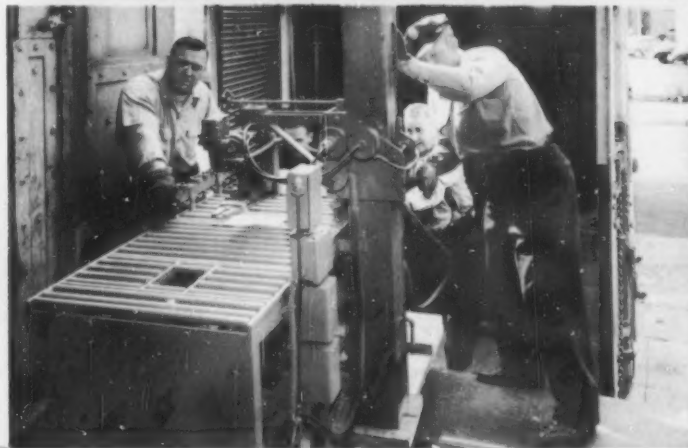
Office Moving

Re-locating an office with minimum disruption of business is another North American specialty. Our professional packers handle desks, files, cabinets and typewriters as carefully as they do furniture and fine china. Our movers reset each piece exactly where you want it. Phone your local NAVL agent for advance "Survey Service" estimate.



Machinery and Equipment

Business machines, laboratory equipment, precision devices with delicate mechanisms—any equipment requiring special handling—all can be safely and economically moved by North American padded vans. This service minimizes, and in many cases eliminates, costly crating requirements.



Careful Storage

Your local North American agent owns and operates a modern storage warehouse conforming to our high standards. Should you require storage in another city, he can recommend the North American agent there with every assurance of your full satisfaction. For complete protection, prompt in and out service, call your NAVL agent.

For further information
please mail coupon in
envelope to

Mr. H. S. Bechert
Manager of Industrial Sales
North American Van Lines, Inc.
Fort Wayne, Indiana

Please send me information on the following:

- ☐ FREE CASE HISTORIES
☐ NAME OF NEAREST AGENT
☐ HAVE AGENT CALL

Name _____

Title _____ Phone No. _____

Firm Name _____

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EVIDENCE OF ISSUE OF

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Of Public Convenience and Necessity
No. MC-77038 Sub 2

United States of America, District of Columbia | ss:

It is hereby Certified, THAT THE INTERSTATE COMMERCE COMMISSION HAS
FOUND THAT

NORTH AMERICAN VAN LINES, INC.

HAS DULY COMPLIED WITH ALL APPLICABLE PROVISIONS OF THE MOTOR CARRIER ACT,
1935, AND THE REQUIREMENTS, RULES, AND REGULATIONS PRESCRIBED THEREUNDER,
AND, BY APPROPRIATE ORDER OF THIS COMMISSION, HAS BEEN GRANTED A CERTIFICATE
OF PUBLIC CONVENIENCE AND NECESSITY AUTHORIZING THE SAID CARRIER TO ENGAGE
IN TRANSPORTATION IN INTERSTATE OR FOREIGN COMMERCE AS A COMMON CARRIER
BY MOTOR VEHICLE; SUBJECT, HOWEVER, TO SUCH TERMS, CONDITIONS, AND LIMITATIONS
AS ARE NOW, OR MAY HEREAFTER BE, ATTACHED TO THE EXERCISE OF THE PRIVILEGES
GRANTED THE SAID CARRIER.

THIS INSTRUMENT IS EVIDENCE OF THE AUTHORITY OF THE HOLDER OF THE CER-
TIFICATE REFERRED TO HEREIN TO ENGAGE IN TRANSPORTATION IN INTERSTATE OR
FOREIGN COMMERCE IN ACCORDANCE WITH THE PROVISIONS OF THE SAID CERTIFICATE.
SUCH CERTIFICATE IS EFFECTIVE FROM THE DATE THEREIN SPECIFIED AND WILL REMAIN
IN EFFECT UNTIL TERMINATED AS PROVIDED IN THE SAID ACT.

Witness THE SEAL OF THE INTERSTATE COMMERCE COMMISSION
AND THE HAND OF ITS SECRETARY, AT WASHINGTON, D. C.,
THIS 16th DAY OF July, A.D. 1945

[Signature]
Secretary

*Part II, Interstate Commerce Act

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THE NORTH AMERICAN WAY**

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NORTH AMERICAN VAN LINES, Inc.

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John E. Smith, Jr., President

Sales Meetings

Executive Offices: 1212 Chestnut St., Philadelphia 7, Pa. WAlnut 3-1788
 NATIONAL AUTHORITY ON CONVENTIONS, SALES MEETINGS AND TRADE SHOWS

MARCH 7, 1958

HIGHLIGHTS

THERE'S NO MAGIC IN INCENTIVE TRAVEL

No stroke of luck has ever been credited for a good incentive campaign. No magic formula will insure results. However, there are some good, basic rules to follow—and many pitfalls to avoid—to help you get the most from your investment. These 20 "do's" and 20 "don'ts" are a "must" for any incentive planner.

50

SALESMEN MORE CRITICAL THAN DEALERS

Salesmen can find more fault with incentive programs in which they participate than dealers find with theirs. At least, that's the way results shaped up from a survey of salesmen and dealers who took recent incentive trips. Their comments are worth noting. (They may be talking about your program.)

125

SELLING "MEAT" WITH GLAMOUR "POTATOES"?

Most mailing pieces to incentive program participants are all trip glamour but no helpful information on exactly how to go about reaching the goal. Star salesmen know how, but it's the lesser performers whom the contest must activate. Here is some advice on the importance of mixing sales technique with "swaying palms" copy in your mailing pieces.

104

FIVE "EXTRAS" FOR YOUR INCENTIVE DOLLAR

In addition to reaching your objective with an incentive contest, you can get extra "mileage" with your trip dollars. Five most common "extras" among incentive trip users are outlined.

58

MAKE SHOW VISITING EASIER

To make show visiting easier and to help exhibitors compile better prospect lists, one show will try a new identification plate. Test is slated for next month in Chicago.

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The TelePrompter reputation for reliability in providing meeting programs with complete technical facilities—many times on short notice—has already been proven to 375 of America's 500 largest corporations.

Now add the meeting industry's top creative men. Headed by Executive Producer Ed Reveaux, whose experience in writing, producing and directing industrial shows covers a "Who's Who" in American business — our creative personnel bring excitement, drama, interest, and that elusive intangible known as **MANAGEMENT COMMUNICATION** to every meeting we produce.

Is it any wonder that when a meeting "has to be right"—regardless of the time available for preparation — TelePrompter Corporation's Group Communications Division is somewhere in the background?

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PART
TWO

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18



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SALES MEETINGS/Part II SALES MANAGEMENT

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Write — wire — or call Harry B. Eskey, Director of Sales, for complete "Carillon Convention Story". Choice dates available. Phone Miami: UNion 5-7561.



Harry B. Eskey, Director of Sales

OCEANFRONT—68th to 69th STREETS, MIAMI BEACH 41, FLORIDA

MARCH 7, 1958



HAWAII...FABULOUS PRIZE!

**Offer United Mainliner Holidays
as Contest Incentives**

A thrilling new world of fun in the Hawaiian surf!

Want to put new life into your incentive programs? Offer travel as a prize!

Watch your sales contest roll when you offer a 15-day air cruise to Hawaii as a prize! . . . sun filled days on the warm sands of romantic Waikiki . . . tropical nights of pure enchantment . . . the excitement of exotic customs and scenes of fabulous beauty.

Or perhaps five days in Las Vegas, or a week-end in New York! Wherever they go, travel is a prize your winners will remember for a long, long time!

Travel is a proven incentive. It's flexible, inexpensive for you . . . memorable for your winners. Find out how easy it is to offer those winners all the fun of luxurious travel to Hawaii or other exciting resort areas—on fast, dependable Mainliners.®

The people at United are experts on travel. They have the experience and facilities to co-ordinate the travel of any size group. They're anxious to give you complete details on travel as a sales incentive. A colorful booklet is yours for just mailing the coupon below.

Your group gets extra care at the regular fare—on United, the Radar Line

Harry Horst, Mgr., Incentive & Special Sales
UNITED AIR LINES, 36 S. Wabash, Chicago 3, Illinois
Send me your new color brochure on United's Incentive Plans.

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Company _____ Address _____

City _____ Zone _____ State _____

(ST-3)



LETTERS TO THE EDITORS

We asked: "What are criteria for taxing trade shows?"

"no comment" in 160 words

EDITOR, SALES MEETINGS:

We regret the delay in replying to your letter of December 13, in which you request a ruling relative to the taxability of revenue from a trade show sponsored by a nonprofit association.

The tremendous volume of work before the Internal Revenue Service does not permit us to consider and rule on speculative or hypothetical cases. We have noted that such cases are rarely settled by an initial response, but have a tendency to lead to further inquiries that involve variations of the original situation presented. Therefore, in order to direct our efforts along more productive lines, we have found it advisable to adopt a policy of issuing rulings only in those cases in which the taxpayer submits an actual and immediate tax problem. I am sure you can appreciate the soundness of this policy in our efforts to effectively administer the revenue laws.

We regret that we are unable to comply with your request, but we hope you understand our position.

A. L. O'Connell
Chief, Technical Reference Branch
U. S. Treasury Department
Washington, D. C.

repeat '49 stunt

EDITOR, SALES MEETINGS:

In your issue of January 3 we have noted a picture and story about a Hangover Bar convention gimmick which was used by *Commercial Refrigeration and Air Conditioning* magazine.



PAT to help "recovery" again.

This brings to mind a similar stunt which our company used at a geologists convention in Los Angeles in 1949. We called ours a "Recovery Bar" and we used a professional model (Pat Stevens) to dispense the morning-after medicine, dressed as a nurse.

In March of this year, we are planning to repeat this stunt at the meeting of the same group of geologists, in the same hotel and using the same model we used back in 1949.

H. J. Godschalk
Director, Advertising and Sales
Promotion
George E. Failing Company
Enid, Oklahoma

reprint of mike facts

EDITOR, SALES MEETINGS:

We would like your permission to reprint an article which appeared in the January 3 issue, beginning on page 46. This article was entitled "What You Should Know about Microphones." We would like to have this write-up reprinted for distribution to our field organization as an information piece. We will be happy to give due credit to whomever you wish.

Robert S. Heath
Advertising Manager
The SoundScriber Corporation
North Haven, Conn.

problems with mounts

EDITOR, SALES MEETINGS:

Regarding the Polaroid slides discussed in the article on page 57 of the January 3, 1958, issue: Presently available plastic mounts for these slides buckle severely if allowed to remain in certain projectors. The company is investigating new varieties of plastics for these mounts.

Glass covers will prevent the buckling, but these add to the cost and are a nuisance to obtain. Some cooling systems are adequate, of course depending mainly on the type of projection.

James J. Doheny
Manager
10th National Chemical Exposition
Chicago 1, Ill.

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John B. O'Connor, Sales Manager, Eastern Division, The Statler Hilton, New York 1.

Arne C. Schey, Sales Manager, Central Division, Palmer House, Chicago 90.

Roy A. Lake, Sales Manager Western Division, The Statler Hilton, Dallas, Texas.

RESERVATION OFFICES

NEW YORK: 401 Seventh Ave.—Tel. LOngacre 3-6900

CHICAGO: Palmer House — Tel. FINancial 6-2772

PITTSBURGH: Gateway Center — Tel. COurt 1-5600

SAN FRANCISCO: 100 Bush St. — Tel. YUkon 6-0576

MIAMI: Dupont Plaza Center — Tel. FR 9-3427

TORONTO: 25 Adelaide St., W.—Tel. EMpire 8-2921

Hilton Hotels Under Construction in West Berlin, Cairo, Acapulco and Pittsburgh



Conrad N. Hilton, President

Executive Offices • The Conrad Hilton • Chicago 5, Ill.

WALDORF
ASTORIA
NEW YORK

Palmer House
CHICAGO

Deshler Hilton
COLUMBUS, OHIO

Caribe Hilton
PUERTO RICO

El *Panama Hilton*
PANAMA

THE *Dayton Billmore*
DAYTON, OHIO

THE *Statler Hilton*
NEW YORK • BUFFALO
WASHINGTON, D.C. • BOSTON
HARTFORD • CLEVELAND
DETROIT • ST. LOUIS
LOS ANGELES • DALLAS

THE *Shamrock Hilton*
HOUSTON, TEXAS

Hilton Hotel
EL PASO, TEXAS

habana hilton
HAVANA, CUBA

Netherland Hilton
CINCINNATI, OHIO

Hilton Hotel
FORT WORTH, TEXAS

LETTERS

answer for sales chart

EDITOR, SALES MEETINGS:

1958 is the year for selling. Our nation has already built a great national plant with an enormous productive capacity. The productivity of this great national plant will be directly related to our ability to sell.

Some say that the sales ability for which our nation is famous has lost its vitality because of the recent years of easy selling, routine order taking and even "allocations."

1958, therefore, will be challenge to the great American salesman who has made America famous for selling. Can he stand up to the challenge or has he grown soft? 1958 will be a critical year in sales. Yes, even a critical year in our national economy. The full weight of the responsibility for this critical year rests squarely on the shoulders of salesmen and sales managers.

In my years of experience I have found that most salesmen are capable of producing several times more than their so-called "normal" volume, particularly under the stimulus of properly programmed sales incentive campaigns.

From my office here in Hawaii I have seen culminated the sales incentive programs of scores of nationally recognized organizations who have offered to their salesmen and their wives the greatest incentive of all, namely a trip to Hawaii and thereby have achieved fantastic results in pyramiding their sales volume.

This is an experience which I have witnessed here at the "finish line." This is a sure-fire type of incentive program in which the Kaiser Industries have participated. This, in my opinion, is the answer for your sales chart for '58 and for the productivity and prosperity of our great country.

Henry J. Kaiser
Hawaiian Village Hotel
Waikiki, Hawaii

help for exhibitors

EDITOR, SALES MEETINGS:

My problem is that I am managing an exhibit for this industry for the first time, and while I am sure my exhibitors are well trained, I must be sure that they have received the most recent current good information on how to do a good job at the lowest possible cost. Therefore, I am looking for reprints of articles related to this matter.

James R. Brackett
Nat. Tire Dealers & Retreaders Assn.
Washington 5, D. C.



**LOOK
BEFORE
YOU BOOK!**

FOR FIELDS VALUES ACROSS THE NATION

Successful functions depend on good direction . . . good direction in choosing location . . . good direction once you've arrived on the scene. Fields Hotels offer both with 25 hotels in 20 cities; new and interesting locations that can add immeasurably to the success of your function.

In the **NORTHEAST** there are 3 fine Fields Hotels facilities; in the **EAST**, 3 modern Hotels with every convenience; on the **WEST COAST**, 2 attractive locations and unusually fine facilities; in the **MIDWEST** a choice of 14 distinctive hotels—and 3 Fields Hotels to serve you in the resort climate of the deep **SOUTH**. All meeting facilities are air-conditioned, guestrooms are modern and cheerful, food and beverage is unmatched.

Once you decide on a Fields location, our staff will help you set up your program, plan your banquets and luncheons—the 1001 details of your affair will be organized and executed to make your job easier and your function a success. Costs are closely figured and above all promises once made are never broken when you book into a Fields Hotel. So look before you book—look carefully at the values only Fields Hotels can give you across the nation.

**FOR INFORMATION ABOUT ANY OF 25 FIELDS HOTELS
MAIL COUPON, OR TELEPHONE PE 6-3400 OR TELETYPE NY 1-3202.**

NEW ENGLAND DIVISION:

The Bancroft, Worcester, Mass.
The Commander, Cambridge, Mass.
The Beaconsfield, Brookline, Mass.

ATLANTIC DIVISION:

The Governor Clinton, New York
The Buckingham, New York
The Algonquin, Cumberland, Md.
The Biscayne Terrace, Miami
The Biscayne Plaza, Miami
The Holiday Inn, Birmingham, Ala.

MIDWEST DIVISION:

The Coronado, St. Louis, Mo.
The Pfister, Milwaukee, Wis.
The Elms, Excelsior Springs, Mo.
The Oaks, Excelsior Springs, Mo.
The Evans, Columbus, Nebraska
The Lincoln, Lincoln, Nebraska
The Capital, Lincoln, Nebraska
The Madison, Norfolk, Nebraska
The Rame, Omaha, Nebraska
The Lincoln, Scottsbluff, Nebraska
The Clinton, Clinton, Iowa
The Lafayette, Clinton, Iowa
The Chieftain, Council Bluffs, Iowa
The Tallcorn, Marshalltown, Iowa

WESTERN DIVISION:

The Senator, Sacramento, Cal.
The Green, Pasadena, Cal.



ACROSS THE NATION

Executive Offices: Hotel Governor Clinton, N. Y. 1, N. Y.

VICTOR J. GILES, DIRECTOR OF SALES

JACK SYRETT, SALES PROMOTION MANAGER

Director of Sales,

FIELDS HOTELS,

HOTEL GOVERNOR CLINTON,

371 7th Avenue, New York 1, N. Y.

Please send me your Function Folder on the

_____ HOTEL

NAME _____ TITLE _____

STREET _____

CITY _____ STATE _____

the
convention spot
that has
everything *

As many of our convention visitors have put it, "Here's one place where business is a pleasure!"

And no wonder! When the day's meetings are over, you're only minutes away from your favorite form of fun—playing golf, ice skating, shooting trap or skeet, fishing, swimming or just sitting and soaking up the sun.

We would welcome the opportunity to show you how nicely our facilities will fit your convention requirements. For free convention folder and the complete story, just write Mr. Winston McCrea, Manager, Sun Valley, Idaho.



MEETING ROOMS

No. of Rooms	Max. Capacity
OPERA HOUSE	500
DUCHIN ROOM	100
SLALOM ROOM	100
Numerous smaller rooms	20 to 50

BANQUET ROOMS

No. of Rooms	Max. Capacity
LODGE DINING ROOM	350
CONTINENTAL	600

Liquor by the drink available per state laws except Sunday and designated holidays.

RATES

AMERICAN PLAN

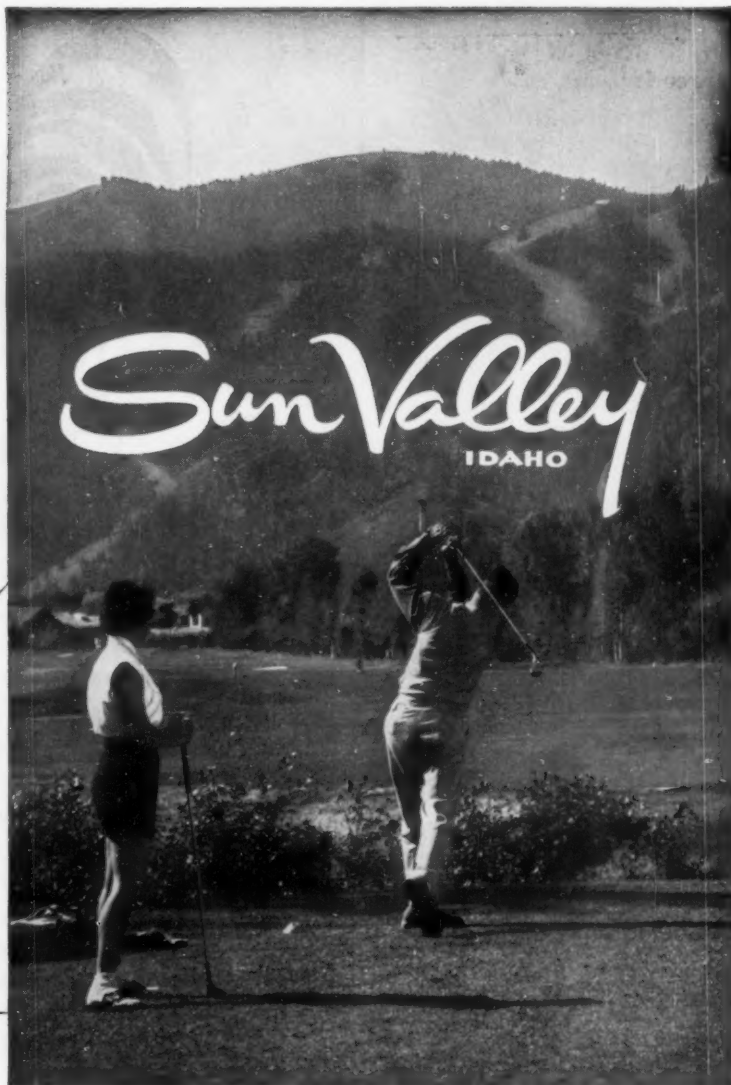
LODGE	INN	
\$18	\$16	per person, two in a room
\$21	\$19	per person, single room

EUROPEAN PLAN

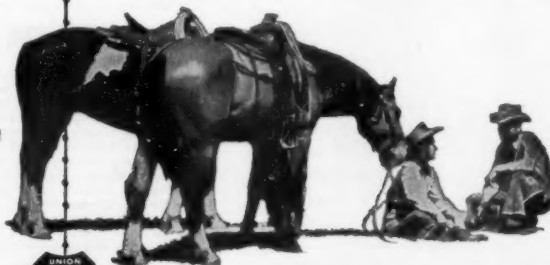
RATES ON REQUEST

CAPACITY

Sleeping accommodations for 500 persons



***GOLF • TENNIS • SWIMMING
HORSEBACK RIDING • FISHING
SKEET AND TRAP SHOOTING
MOVIES • BOWLING
DRIVE YOURSELF SERVICE
OUTDOOR ICE SKATING • DANCING
AND EVENING ENTERTAINMENT**



OWNED AND OPERATED BY UNION PACIFIC RAILROAD



JASPER PARK LODGE—650 guests—Jasper National Park, Alberta.

CANADA'S CONVENTION HOST FROM COAST TO COAST!

MIX YOUR BUSINESS WITH FUN AT A MODERN CANADIAN NATIONAL CONVENTION HOTEL!

Make your next convention the most successful you've ever had . . . hold it in Canada at one of these magnificent CNR Hotels! They're especially "convention-conditioned" to give you unsurpassed facilities, accommodations and service. And you'll find that Canada offers the very best in sports, entertainment, scenery and sightseeing. In addition, Canadian NATIONAL Railways gives you two important extras:

TOPS IN TRAVEL SERVICE—the advice and assistance of friendly travel experts is available to delegates at Canadian National Railways Offices conveniently located in principal cities of the United States and Canada. Interesting pre-convention and post-convention MAPLE LEAF 'PACKAGE TOURS' are available.

CONVENTION PLANNING SERVICE—Canadian NATIONAL's Convention Bureau has the know-how and experience to assist you in all your particular convention problems. For complete information, write: A. P. Lait, Manager, Convention Bureau, Canadian NATIONAL Railways, Montreal, Quebec, Canada.

CHATEAU LAURIER—550 rooms—Ottawa, Ontario . . . One of the world's finest hotels, located in the heart of Canada's capital.

THE QUEEN ELIZABETH } 1216 rooms—Montreal, Quebec
Fully air-conditioned . . . A CNR Hotel operated
LE REINE ELIZABETH } by Hilton of Canada Ltd.

JASPER PARK LODGE—650 guests—Jasper National Park, Alberta . . . Open during summer season. Showplace of the Canadian Rockies. Unexcelled convention, sport and recreational facilities.

HOTEL VANCOUVER—560 rooms—Vancouver, British Columbia . . . Canada's West Coast Metropolis and convention headquarters. Under joint management of Canadian National Railways and Canadian Pacific Railway Company.

THE MACDONALD—480 rooms—Edmonton, Alberta . . . A sparkling new 15-storey wing. Expanded convention facilities.

THE BESSBOROUGH—260 rooms—Saskatoon, Saskatchewan, especially designed and equipped for all convention requirements.

THE FORT GARRY—265 rooms—Winnipeg, Manitoba . . . In the "Chicago of Canada" and splendidly equipped to handle all business and social functions.

THE NOVA SCOTIAN—150 rooms—Halifax, Nova Scotia . . . Overlooking historic Halifax harbour, this modern hotel ranks among Canada's best.

THE CHARLOTTETOWN—110 rooms—Charlottetown, Prince Edward Island . . . the "Garden Province" of Canada. Famed seafood cuisine.

NEWFOUNDLAND HOTEL—140 rooms—St. John's, Newfoundland . . . Centrally located in the capital city of the Province of Newfoundland.

YOUR FUN STARTS THE MINUTE YOU BOARD...



A whole new world
for your
convention

Eden Roc

hotel. cabana & yacht club

**ALL THIS IS YOURS ...
FOR A PERFECT CONVENTION!**

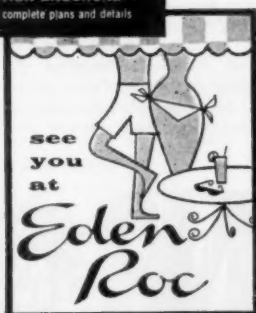
- 14 meeting rooms or combinations ... to seat any size meeting from 24 to 1600!
- Monitored air-conditioning
- Modern lighting and sound equipment
- Outstanding cuisine ... served from an ultra-modern kitchen, strategically placed to serve every banquet with maximum expediency
- Underground parking garage
- Yacht anchorage on protected Indian Creek
- 30,000 square feet of drive-in exhibit space at reasonable rates

ALL THIS - PLUS:

- Olympic pool and private ocean beach
- Over a hundred luxury cabanas with individual bathrooms
- Magnificent covered outdoor pavilion for dining and dancing, outdoor meetings
- Three delightfully different dining rooms to suit your every mood
- Informal gaiety and dancing in Harry's American Bar - Garden Café
- Fabulous entertainment nightly in the unparalleled Café Pompeii

ROBERT H. WHALEN, Director of Sales

SEND NOW FOR COMPLETE
CONVENTION BROCHURE ...
blueprinting complete plans and details



CABANA AREA ideal for outdoor buffets, cocktail parties and water shows.



MONA LISA ROOM - this beautiful room comfortably accommodates banquets up to 500 people.



POMPEIAN ROOM - Accommodating banquets of 1200 and business sessions of 1600 people. Four tiers assure all in attendance perfect view of the speaker's table.



30,000 square feet of DRIVE-IN EXHIBIT SPACE at reasonable rates. This area does not alter the availability of any of the 14 Major Meeting Rooms.

New York: Circle 7-6940 • Chicago: MGHawk 4-5100 • Cleveland: PHSpect 1-7827 • Washington: District 7-7346

OCEANFRONT, 45th to 47th STREETS, MIAMI BEACH, FLORIDA

Facilities Roundup

New Facilities Being
Built for Conventions

MONTEGO BAY, JAMAICA

Casa Montego Hotel, newly opened \$1.5-million structure, is the forerunner of three new hotels planned for the Doctor's Cave section. New hotels will add 1,000 hotel accommodations within the next three years.

BOSTON

Prudential Insurance Company of America announces formal purchase of Mechanics Building at total cost of \$800,000. Building will be available for expositions booked six months in advance, announces George Laing, superintendent of the building. Present plans call for previous owners to occupy the building for three years with Prudential retaining right to cancel lease with six months' notice.

MONTAUK, N. Y.

Montauk Manor Hotel announces completion of \$100,000 convention hall seating 1,500 and covering 45,000 sq. ft. Building is reconverted tennis club.

McALLEN, TEXAS

Plans for new municipal auditorium list auditorium for 1,800 and a connecting hall for exhibits, plus a banquet hall for 1,000. Voters approved a bond issue of \$650,000 last summer for the new buildings.

ALBANY

Manger Hotels announces purchase of 400-room DeWitt Clinton for figure near \$2.5 million. Plans call for enlargement of hotel's banquet and convention facilities, new specialty restaurant and cocktail room.

DALLAS

State Fair of Texas will air condition its Electric Building, one of the largest exhibit structures on the fair grounds. Project is expected to be completed in time for 1958 fair, at cost of \$100,000. Music Hall and Women's Building are already air conditioned.

MARCH 7, 1958

AERO MAYFLOWER TRANSIT CO., INC. • INDIANAPOLIS, INDIANA
Please send it to me—your booklet, "17 GOOD REASONS WHY," on shipping exhibits by padded moving vans.

Name.....
Company.....
Address.....
City..... State..... Title.....

now get all the facts
on moving exhibits by van!

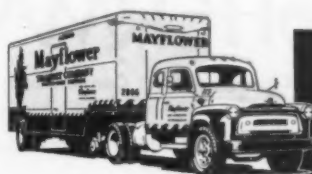
Here's every true reason—
17 of them—why it's practical
and economical to select MAY-
FLOWER to move your valuable
product exhibits. You will want
it for your ready reference, as
will every advertising or display manager and all major
display designers.

This new booklet provides all usable information you
will require . . . covers every kind of service from door-to-
door pickup and delivery to routing and scheduling of
company displays.

In fact, once you read it, you'll wonder why you haven't
taken advantage of your local Mayflower agent's experience
before! Send for your copy now . . . and begin to plan ahead.

You can always call your local Mayflower agent!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA





**ALL ROOMS AND SUITES
AIR-CONDITIONED TOO!**

The Sherman has *added* 10,000 square feet to its already large convention exhibit space. The total is now 50,000 square feet . . . all on one floor and all air-conditioned. No time lost racing around town . . . no stair climbing . . . no crowding into elevators. But single-floor convenience isn't all. The Sherman also offers 27 air-conditioned meeting rooms accommodating 10 to 2,000, plus exceptional banquet facilities for functions of any size.

**PUT ALL YOUR
PEOPLE UNDER**



- 1,501 redecorated rooms, all air-conditioned.
- Radio in every room—TV in many.
- World-famous restaurants: The Porterhouse, offering wonderful steaks—Well of the Sea, seafood flown fresh daily from the principal rivers, lakes, and oceans of the world. And for exceptional food at considerate prices, the smart Celtic Grill and Cocktail Corner are long-time favorites of both Chicagoans and visitors. The Coffee Shop and the Snack Bar provide excellent meals quickly.
- The Sherman is in the heart of Chicago's shopping, theatre, and financial district.
- Drive-right-in convenience—the only hotel in Chicago with on-premise garage facilities. No waiting for busy doormen when you arrive . . . no waiting for delivery when you leave.



Danny Amico, Vice President and Director of Sales, backed by highly qualified staff, is on hand day and night to attend to all your convention requirements. For help in planning your next convention, phone, wire or write Danny.

**THE
SHERMAN**

Chicago's Most Convenient Hotel

Randolph, Clark and LaSalle Streets • Telephone: FRanklin 2-2100 • Teletype: CG 1387



FACILITIES ROUNDUP

continued

JACKSONVILLE

Construction of a new 9,500-seat sports coliseum is expected to get underway this summer. Voters recently okayed a bond issue for the coliseum and an auditorium. Auditorium construction will begin as soon as site is cleared, say officials. Plans for the auditorium envision a hall for 3,800, plus a building for exhibits.

PORT OF SPAIN, TRINIDAD

Unique 250-room hotel will be built at cost of \$5.5 million. Called Trinidad Hilton, hotel will be built by Hotels Development Corp. and will be managed by Hilton Hotels International. Guests will enter the hotel from the top of Belmont Hill and will descend via elevator to the guest rooms—flanking the sides of the hill. Meeting and banquet rooms, plus other convention facilities are planned for the hotel, scheduled to open in 1959.

PORTLAND, ORE.

Major hotel developments include a 200-room addition to the Benson Hotel, including new dining for 800 and meeting room for 1,000.

Construction of Sheraton Hotel is slated to get underway soon. New 300-room hotel will feature room seating 1,000 for banquets or 1,200 for meetings.

PALM BEACH, FLA.

Royal Poinciana Playhouse, now under construction, will seat 707 and will contain latest visual aids, including a closed-circuit television set-up and a high-fidelity sound system. Front of the theater will feature lounges, bars and clubroom seating 200 for a banquet. Area could also double as exhibit space, says Director John Giroux.

OKLAHOMA CITY

Skirvin Hotels moves ahead with plans for an addition with 80 guest rooms, a new ballroom and convention display area, announces Executive Vice-President G. W. James. Hotel recently acquired a 99-year lease on nearby building, necessary for the expansion plans.

The End

Covering the Continent...

(...and then some)



United Van Lines'

"PRE-PLANNED" MOVING SERVICE

The gleaming vans of the United fleet have long been a familiar sight on U. S. and Canadian highways. And keeping pace with rapidly expanding facilities, is UNITED'S reputation for the finest moving service.

Now, today, you can enjoy the modern ease and convenience of "Pre-Planned" service... even when moving overseas. In specially-designed UNI-PACK containers, your goods are whisked—via sea or air—to such far off places as Alaska, Hawaii, Puerto Rico, Japan, France, England and West Germany.

Ask your nearby UNITED VAN LINES AGENT to give you full particulars.



For free help and advice on moving problems, write noted consultant, BETTE MALONE, c/o United Van Lines, Dept. MS, St. Louis 27, Mo., or contact your nearest United Agent.





\$20,000,000 DECISION!



It was our decision to make first...and so we worked with top designers, planners and architects toward the construction of the World's most fabulous Convention-Resort Hotel.

The result is a magnificent tribute to the importance and stature of Convention business in the hotel field... \$20,000,000 of matchless accommodations, public rooms, meeting and exhibition space... the most complete, most spacious convention facilities ever offered under one roof!

The statistics about the DEAUVILLE are startling*... the staff—the finest in the field—selected on the basis of their successful convention experience... the service personnel that will supervise your personal comfort and entertainment has been hand-picked...

So, in the final summation, the prime consideration is the DEAUVILLE's deliberate concentration on conventions... our planning, our facilities, our staff—all dedicated and Projectioneered for your Convention!

Now, in your Moment of Decision—won't you pause long enough to write to us for complete information, floor plans, special data? No matter how large or small your group, nor how budgeted, your convention belongs at the DEAUVILLE... and after you have studied our detailed Convention Brochure, we know your decision will be—**DEAUVILLE!**

***UNMATCHED CONVENTION FACILITIES PLUS FABULOUS VACATION PLEASURES**

Mammoth Auditorium—21,000 square feet—Seating 3,500 persons, with Banquet accommodations for 2,500 • Exhibition area—35,000 square feet • Special hydraulic lift for heavy exhibits • 12 other Meeting Rooms • Committee, Press and Work Rooms • "Know-how" of a fully experienced staff • 600 guest rooms, each with 21" TV, radio, ice water • 50 palatial suites • 2 swimming pools • 2 blocks private ocean beach • 9-hole short golf course • Indoor Ice Skating Rink • 4 festive dining areas • 2 dazzling night clubs • Big-name entertainers • Pleasure-planned programs round-the-clock.

Air-conditioning throughout, of course

HE **DEAUVILLE** HOTEL



ON THE OCEAN AT 67th STREET • MIAMI BEACH, FLORIDA

**Write, wire or phone
DICK ELTERMAN
Director of Sales**

Matson announces new, all-in-one convention package!

- ★ TWO FAMOUS LINERS
- ★ FOUR GREAT HOTELS
- ★ NEW CONVENTION HALL
- ★ COMPLETE ENTERTAINMENT
- ★ FABULOUS HAWAII



Transportation: Two 750-passenger luxury liners — the LURLINE and MATSONIA. Available on special charter or scheduled weekly sailings from San Francisco or Los Angeles. Completely air-conditioned, all First Class. Extensive facilities for meetings, entertainment, recreation. Swimming pool, commodious lounges and ballroom, spacious decks. Fares include sumptuous Matson cuisine, superb service. Unequaled opportunity to keep your group together for conferences.



Hotel Accommodations: Four great Matson Hotels with over 1,000 rooms... Hawaii's finest accommodations. Royal Hawaiian, Surf Rider, Princess Kaiulani and Moana are the heart of Waikiki.

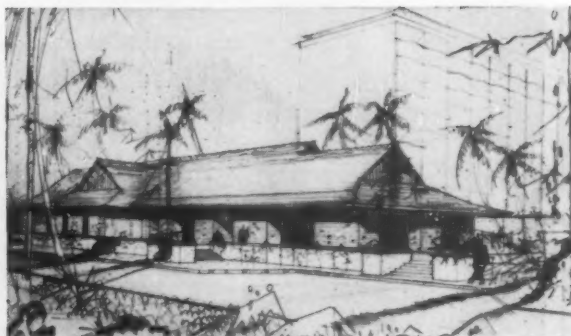
go **Matson**

NEW YORK: W. D. Aitken • Judson 6-2211
CHICAGO: M. D. Vail • Randolph 6-6262
SAN FRANCISCO: W. F. Gleason • Yukon 2-7700
SAN DIEGO: C. W. Skinner • Belmont 9-7331

SEATTLE: Peter Herman • Main 3677
PORTLAND: Hollis Farwell • Capital 8-4386
LOS ANGELES: L. D. Bale • Madison 6-6388



Entertainment & Recreation: Hotels will plan complete programs, including: shows featuring outstanding Hawaiian talent, luaus (feasts), banquets, cocktail parties, luncheons, sightseeing tours. Special programs for wives during convention sessions.



Meeting Facilities: Matson Hotels' Convention Hall, Hawaii's newest auditorium, seats 1,000 and it may also be divided to accommodate smaller groups for meetings, banquets, receptions. Wide variety of public rooms also available at respective hotels.



Hawaii: Perfect year-round weather. Swimming, golf, tennis, riding, hiking, fishing. Unforgettable sightseeing: ancient Polynesian culture, sugar and pineapple plantations, historic Pearl Harbor, wonderful floral attractions. Plus famous restaurants, night clubs, shops.

Call Convention Manager Collect: For further information without obligation, call nearest Matson Convention Manager collect. Quick, expert planning of all details of Matson steamer and hotel services, either in entirety or in connection with air transportation — for conventions, post convention trips or as sales incentive prizes.



U-drive-it: Although Nassau is only 27 miles long, renting a car is the best way to see the sights. Fedders guests found plenty of small English sports cars available—and fun.



Point of interest: The local "Bobby" is undeniably polite. Bahamians pride themselves on their hospitality. "The inhabitants," wrote Columbus, "are by nature liberal, simple and kind."



Combing for a beach? Miles and miles of pink sand as soft as talcum powder make Nassau an island paradise and incredibly romantic. Perfect for long, restful walks—or boating, swimming, spearfishing. (Golf and other sports are available.)



Treasure hunt: Every Saturday, Fedders sponsored two giant treasure hunts with more than a hundred prizes, including a total of \$1,000 in silver dollars as prize money. (Shades of Teach, LaBette and Flint and every other buccannier who sailed the Caribbean.)



BIG DAY
BY CLIPPER



Andean Gardens: The parade of flamingos is a colorful sight. A small "army" of 50 birds have been taught to obey commands with military apt 'n' polish (although every army has its malingers).



Wonderful bargains: Nassau's Bay Street is famous for its English costumes, French perfumes, Swiss watches, Italian footwear—and other treasures gathered from the four corners of the world.

The Complot Angles: World's champion game fish are caught in Bahamian waters. Guests are invited to go out as often as they wish.

Treasure Island airlift for 5,000 happy people

November 13: Pan Am's big silver Clipper* cruised down the runway, its engines swelled to a roar, and in a few moments it was circling high above Nassau. Left behind was the island of New Providence, largest of the 700 Bahamian islands that dot the Caribbean Sea like a handful of carelessly tossed emeralds on a blue-velvet jeweler's cushion.

This was the final leg, the last of 61 round-trip flights. This was the end of the largest peacetime commercial airlift in history. Aboard the plane were 80 happy Fedders people; participants in Fedders-Quigan's nationwide sales incentive program. In 8 weeks, over five thousand Fedders dealers, distributors, salesmen and their families had been airlifted from such widely separated points as California, Canada and Cape Cod.

As one of the first major appliance manufacturers to enter the sales incentive field, Fedders has had dazzling sales success that ranks with the greatest merchandising phenomena of all time. Now far ahead of its nearest competitor, Fedders has become the largest producer of room air conditioners in the world!

This marks the third year in a row that Fedders has chosen Pan Am over any other international carrier. Putting together the thousand little pieces that make a trip of this magnitude a success was a job that Pan Am was able to do and do well. The planning was a year-round job. Day after day Clippers arrived at Oakes Field. While other passengers went aboard for the return trip, new arrivals at the airport were greeted by Pan Am and Fedders representatives, then whisked by limousine to either the Emerald Beach Hotel or the British Colonial—two of Nassau's finest. There seven days of sandy beaches, sightseeing and sunshine were theirs for the basking!

Pan American is glad of the chance to serve Fedders-Quigan, and to work with the Bahamian Government and the Nassau Development Board in this international airlift. What has also been good for the islands, economically, has brought sunshine (lots of it) into the lives of many fine friends at Fedders.

PAN AMERICAN



Blue skies: This was where it all began. The prelude to seven days of sightseeing tours, sailboat rides around the Out Islands, masquerade and costume parties with headline entertainers flown down from New York. No passports required, no visas or vaccinations, just a capacity for fun and a taste for adventure.

Let an overseas trip add magic to your next sales-incentive program!



All sorts of firms—large and small—are using travel abroad as the key incentive to broaden their market and increase the efforts of their salesmen, dealers and distributors.

The reason for the continuing growth of incentive travel is because it works. No other incentive has travel's universal appeal. But as in any undertaking of this kind, it always pays to get professional counseling advice. That's where Pan Am can help you. One example of the job Pan Am can do is shown at left; Pan Am flew 5,000 Fedders-Quigan dealers, distributors and their families to Nassau in the world's largest peacetime airlift. Success? In the past few years, Fedders sales have shot up like the Jupiter missile!

Trips abroad are glamorous, exciting, and the variety is endless. Also on the credit side of the ledger is the morale factor of incentive travel (what seven days of sandy beaches and sunshine won't do for a man's morale—or his wife's!).

Wives and families are big boosters of incentive travel, too. Your best producers benefit by exchanging sales methods. And Travel incentive programs are also tax-deductible business expenses.

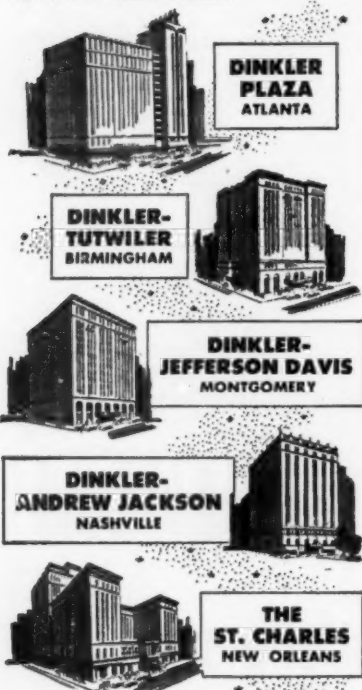
Let Pan Am help make your next sales-incentive program the most successful in your company's history. Call your Travel Agent or write: Henry W. Beardsley, Passenger Sales Manager—U.S., Pan American, P. O. Box 1790, New York 17, N.Y.

*TRADE-MARK, REG. U. S. PAT. OFF.

PAN AMERICAN
WORLD'S MOST EXPERIENCED AIRLINE

DINKLER IS CONVENTION- CONSCIOUS

More than two years of extensive work and the expenditure of over a million dollars have provided Dinkler Hotels with the most advanced, ultra modern convention facilities in the South. All technical equipment, the latest audio and visual devices, excellent lighting, giant ballrooms that sub-divide to allow for groups of various sizes, new restaurants, completely redecorated guest rooms, 100% air-conditioning and ample parking are among the many features that have placed Dinkler first for conventions in Dixie.



DINKLER HOTELS

Carling Dinkler, President
Carling Dinkler, Jr., Vice Pres. & Gen. Mgr.

SEND FOR YOUR DINKLER CONVENTION BROCHURE

MR. CARLING DINKLER, JR.
DINKLER HOTELS CORP.
THE DINKLER PLAZA
ATLANTA 1, GEORGIA

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MEETING, SHOW NEWS

One of the best guarded secrets in the incentive planning field today is: "Why is Philco Corp. hosting about 40 dealers on a 10-day trip to Europe?"

Like Alice in Wonderland, the retail trade press is "curiouser and curiouser" as details unfold. Company maintains the trip is not an incentive, but a special treat for members of a special club—The V-P's. Closer inspection reveals, however, that membership in the club—and eligibility for the European jaunt—hinge on acceptance by dealers "of a special sales proposition," rated top secret by company officials.

Details of the proposition were revealed to only 55 top Philco dealers summoned to Philadelphia's Warwick Hotel by special invitation of Philco President James C. Skinner. Appetites for club membership were whetted by a special presentation featuring the charms of Europe with pert TWA stewardesses on hand to help.

Present plans call for the group to visit the Brussels World Fair, Paris, NATO headquarters and France's champagne country. Company plans no promotions—to distract from the "quality appeal."

Look for closed-circuit TV to play an increasingly more important role in stockholders meetings. Latest company to join the trend is American Machine & Foundry Co. which will stage simultaneous meetings in both New York City and Chicago via a TV hook-up. Staged by TelePrompter Corp., New York City, meeting will feature two-way audio-video transmission.

Producers' Council (members are building materials manufacturers) will sponsor a series of regional training courses for building products salesmen "to develop their abilities in working with architects." Curriculum includes lectures on specification writing, design appreciation and salesman's role as a consultant. First five-day session was staged at Rensselaer Polytechnic Institute, Troy, N. Y., with others slated for Ohio, Texas, California and Florida.

Despite late start British Columbia International Trade Fair, scheduled for Exhibition Park, Vancouver, May 1-10, is catching on. Show manager, Bruce Barnett, announces 65% of available space is booked with governments from all over the world represented. Facelifting is slated for the Park's permanent buildings.

Look for less official U.S. Government participation in foreign fairs this year. House Appropriations Committee reveals that Office of International Trade Fairs overspent its budget to the tune of \$451,900 this year, prompting the resignation of Director Harrison T. McClung. Overspending resulted from zeal for impressive U.S. exhibits, says a Department of Commerce official.

Budget difficulties can prove a boon to private exhibitors who won't have to jockey for space in U.S. pavilions. "New plan" announced before budget disclosures will lease the entire U.S. space at the Paris and Stockholm International Trade Fairs in 1958 to American electronic and chemical manufacturers and their foreign distributors. Space rates for Paris fair are \$5 per square ft., in Stockholm, \$2.50.

More than 60 nations are expected to be represented in the second annual U.S. World Trade Fair at New York's Coliseum, May 7-17, announces President Charles Snitnow. Show will include at least 31 foreign government exhibits. Total of 3,000 exhibits, using all four floors of the Coliseum, are anticipated.

Increased interest in international trade continues to give birth to new trade fairs. Melbourne, Australia announces it will hold its first international trade fair in 70 years in 1959. Fair, biggest of its kind held down under, will occupy all of Melbourne's exhibition hall, adjoining Olympic stadium, ballroom and as much of the grounds as can be fenced.

San Antonio, Texas, is readying plans for a "hemis-fair"—a world's fair for Latin American countries and the U.S. Planners envision a fair about the size of the Brussels Fair to be staged sometime in 1960.

Latest attractions announced for Brussels Fair include a 12-acre "1900" town and a day nursery. Called "Belgium 1900," special section of the gigantic fair will contain 170 houses copied from old Belgium houses, nestled along narrow cobblestone streets. Each house will contain a cafe, restaurant, night club or antique shop. "Town" will have its own mayor and two deputies. Nursery will occupy a section of the Children's Kingdom area and will provide lunch and day care for 70 cents a day.

Popular annual Clinic on Planning Conferences and Workshops moves into its seventh year when it opens at New York's Barbizon Plaza Hotel, April 16-18. Topics clinic members will bone up on include new planning procedures, problem analysis and creative use of large-meeting methods. Plans call for practice exercises in which the total group will actually plan projects and evaluate its own planning. Fee for the clinic is \$85 per person and includes three luncheons, clinic manual, and all working materials. Richard Beckhard Associates, New York City, is conducting the clinic.

Chicago Exposition Center officials steadfastly maintain center will open as scheduled in early 1960 although ground has not yet been broken. Citizens' tax litigation suit is currently holding up construction but officials feel it will be settled soon—in their favor. Center will cover more than eight acres with about 600,000 sq. ft. of exhibit space available. Auditorium seating more than 5,000 will be built inside the center. Parking facilities for 9,000 cars are planned.

First International Aviation Show, slated for New York's Coliseum Sept. 10-23, is expected to cash in on the current interest in rockets and missiles—heightened by recent successful launching of U.S. satellite. Show, which will feature exhibits of commercial and executive plane manufacturers in addition to military suppliers, already has exhibit commitments from overseas companies. Plans call for "Trip to the Moon" show designed from plans published by Dr. Wernher Van Braun, of the Jupiter-C team.

Newest entry in the sales meetings field is a 12-inch LP which tells how to run a small conference. Called "The Conference Road to Sales," 30 minute record sells for \$15 with accompanying booklet. It is produced by Porter Henry & Co., New York City.

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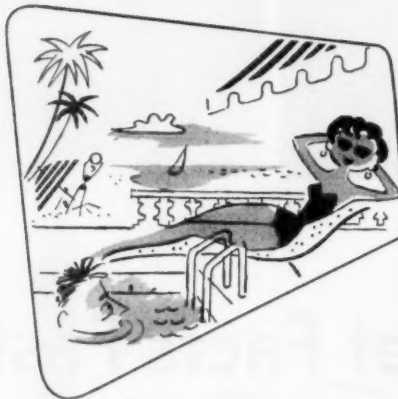
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|------------------------------------|--|
| 1. Where events are scheduled | 6. Whether convention includes a show |
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Directory of Conventions & Trade Shows is issued quarterly. Events are listed long in advance. Produced by the Research Department of **Sales Meetings**, this directory is the most widely used reference on coming events in industry.

To start your subscription (\$12 a year) write today to: Subscription Department, **Sales Meetings**, 1212 Chestnut Street, Philadelphia 7, Pa.

*Directory of Conventions & Trade Shows is a Bill Brothers Publication, Published by Sales Meetings Magazine.

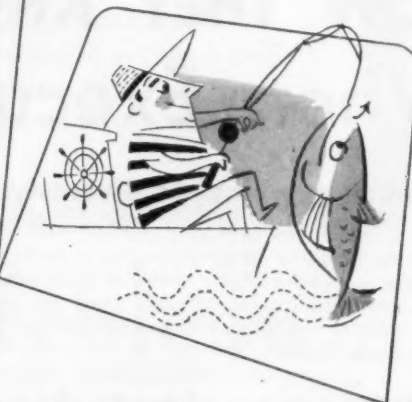
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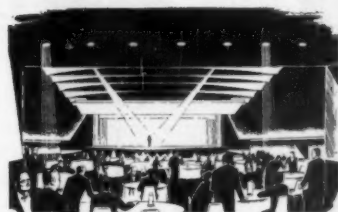
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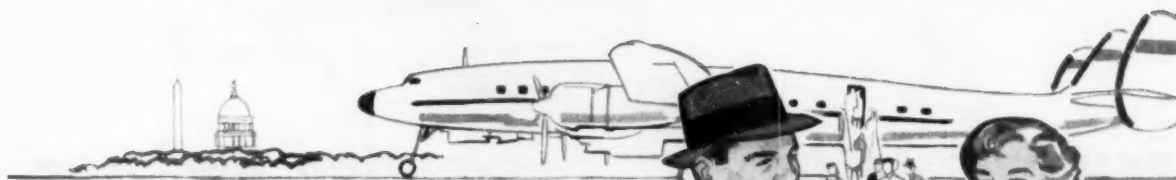


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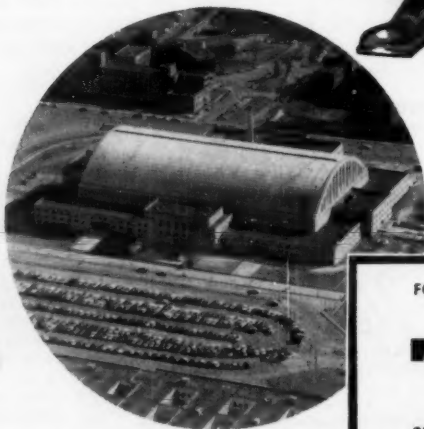
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AS THE EDITORS SEE IT

What's So Important About Incentive Travel?

Last year when we produced a special issue on incentive travel (March 1, 1957) we thought we had said just about all there was to say on the subject. Now we have done it again; have filled almost this entire issue with material on incentive travel campaigns.

Why all the emphasis on incentive travel? Industry, by its dollar expenditures, has "voted" for more data on incentive campaigns. This year more people will be traveling as incentive winners than ever in history.

Industry's big investment in incentive travel programs seems to be growing in proportion to sales resistance. Now that salesmanship is at a premium, incentives to get extra effort from salesmen pay off.

Big surprise to us is that the "message" on incentive values are often hidden from stockholders. Some companies fear telling their owners about their incentive investments. Feeling seems to be that stockholders won't understand and will balk at large sums going into expense-paid trips to dealers and salesmen.

This calls for an educational program. Companies should shout rather than whisper about their incentive programs. After all, it's a basic part of our American economy that incentives increase productivity. There is no reason why stockholders should not recognize that an investment in increased sales productivity is valid.

Some feeling still exists that it is not good to publicize incentive trips because consumers may feel that prices are made higher because of incentive programs. Same argument has been raised against advertising, and yet we know that advertising

expenditures redound to company (and economy) benefits.

Companies that publicize trips wisely get double return. Publicity on trips, if aimed at congratulating salesmen and dealers for extra effort, can't help but have good results. Idea must be planted that trips are *earned* through extra productivity.

If dealer Smith is known through news releases to have gone on a luxury trip at some company's expense, there might be community resentment. However, if news releases say dealer Smith, for outstanding performance among dealers throughout the nation, earned a trip prize, a completely different light is shed upon his trip. People like to hear about champions—especially if the news involves men and women they know. So all news on incentive trips should have championship flavor.

One facet of incentive programs that is most intriguing is that a well-planned campaign costs next to nothing until somebody performs well. Then the costs are commensurate with the return in increased sales. Unless a program is geared to getting extra performance, rather than simply rewarding regular good performance from sales stars, it has little to recommend it.

And when you get that extra performance, tell everyone about it—stockholders and consumers. Perhaps few things can make our economy shine as a solid, healthy process, than that many people can set sales records. Who can dispute the condition of an economy that can produce sales records in many segments. Incentive-trip winners give the lie to gloom mongers that say business is bad. It can't be so bad if salesmen can perform better than ever.

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			(either half)	
Banquet Room ¼ open	375	250	70' x 40'6"	2,835
Reception Room "A"	158		32' x 37'	1,184 (irregular)
Reception Room "B"	95		23' x 31'	713 (irregular)
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Still Going Up —No Drop in Sight

More people will travel as contest winners this year than ever before. Big trend: larger groups to more distant places. Small trend: trips for family. Six reasons for incentive trip growth.

If incentive travel programs seem more numerous this year, it is not an illusion. Our estimates, based on incentive programs now scheduled, indicate that there will be five people on incentive trips this year for every four people who traveled "all expense paid" last year.

With softening of many markets, and aggressive salesmanship rising as the one greatest deterrent to business uncertainty, sales incentives take on more importance. While all manner of sales incentives are being carefully weighed, travel as the big prize still stands out as prime mover.

Still Popular

Even in industries that would appear to have traveled its salesmen and dealers to the ends of the earth and back, trip awards remain not only popular, but the most popular incentive. According to those who have used incentive travel recently, these six factors make trips the choice of both new and old hands at sales stimulation:

1. Excitement: A trip offer to a sales group carries the element of excitement much more than any other incentive. It is exciting to visualize yourself in a far-away place. It's ex-

citing to conjure up in your imagination all the wonderful things that conceivably could happen to you in romantic settings.

Excitement Grows

Excitement level of the offer of a trip grows from the beginning of the campaign, climaxing only at the end. Minds of contest participants tend to build dream upon dream. With cumulative effects of wishing and dreaming, excitement grows and puts added momentum to whatever sales targets have been set in order to qualify for a trip.

2. Imagination stimulator: When a glamorous trip is offered to someone participating in an incentive program, a process sets in that is known as "thought transfer." Individuals tend to transfer themselves from their present routine lives—via imagination—to settings and happenings at the site of the trip that has been offered. Thus, one of the best motivational salesmen in industry takes over—the imagination of the program participant.

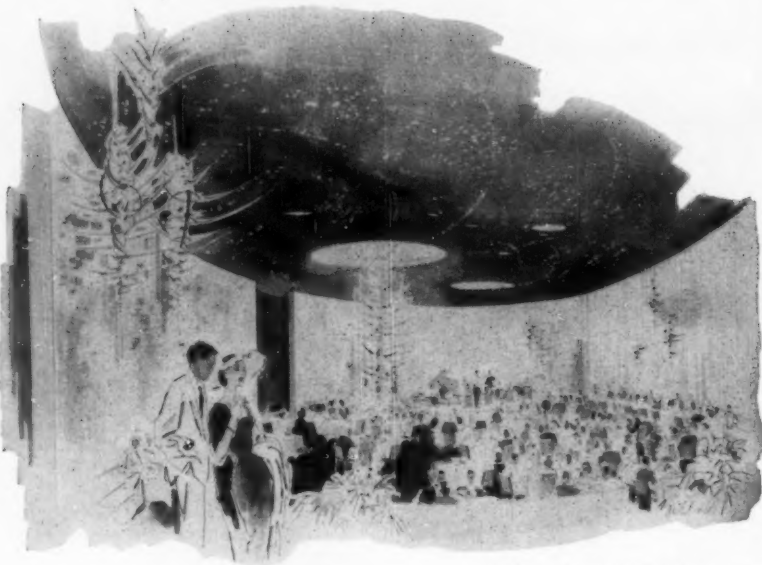
All you need to do is to add fuel to the burning imaginations of incentive program participants. They will build their own dream-castles of

anticipation as they work toward winning the trip.

3. Change of pace: Many companies have been using merchandise-prize incentives year after year. They now find it pays to examine travel as a change of pace—something new to offer, something new to work for, something new to be won. Because travel is related to, but completely different from merchandise as an incentive, companies that have used merchandise switch to travel and offer a new motive for increased performance. Salesmen rapidly respond to the new pace that has been set for them to become a winner.

4. Recognition: Because of publicity usually attendant to a local man's winning a trip, the recognition factor of travel incentives is an important one. It's news when a trip is won—much more news than when a toaster or outboard motor is earned. Trip-winning news readily finds its way into local newspapers. The trip winner finds himself recognized as an outstanding performer, not only by his employer, but by the community as well.

Company recognition picks up where the community accolades leave off. On the majority of group trips,



El Caribe Supper Club, Habana Hilton

IMAGINING THEMSELVES in exotic settings, contestants spur themselves on.

top brass of the sponsoring company attend with their wives. Thus, company executives, who have existed in name only, become warm personalities during the relaxed days of a group trip. Recognition from company executives—in person—is a major part of an incentive when travel is used.

5. Wives like it: Majority of incentive trips include participants' wives. Because the trip is shared jointly, the inspiration and incentive is shared jointly. The wife looks forward to visiting places or lands that have existed only as a spot on the map prior to the trip offer. She sees herself mingling with wives of other successful salesmen, and wives of company executives. So, she enthusiastically puts her encouragement behind her husband's efforts. She wants him to win the trip for both of them.

6. Long-range benefits: A well-planned, well-stimulated and well-conducted incentive trip brings program participants back to their hometowns imbued with certain long-range benefits to the company that sponsored the trip. First is the element of goodwill. Memories of a pleasant journey to far away places linger long in the minds of those who won the right to take the trip. And, because the majority of incentive trips are "all expenses paid" by the program sponsor, these pleasant memories translate themselves into goodwill thoughts as regards the company. The salesman will work harder and longer for that company in the

future, because he appreciates the trip.

Extra Know-How

Second, but not less important to long-range benefits, is the extra know-how that a trip-winning salesman brings back from a group experience. Because there are many expert performers on a trip who gather together under relaxed social circumstances, it's natural that the most popular topic of conversation is "business." Master salesmen tend to pass on their most successful techniques to other salesmen under these relaxed conditions. Thus, good salesmen become better salesmen through the exchange of sales-producing ideas. They come home with new techniques that they know will work because they work

for someone else. They are now determined to put these same ideas to work.

New Identity

Third long-range benefit is the new identity for top company officials. When a salesman has had a chance to associate with the company officials during a trip, these officials become warm personalities—no longer cold, impersonal names. Thus, when memos or instructions come down from these officials, they are better received and placed into practice. These executives are now people that the salesman knows.

Increase Interest

Exposure to travel seems to increase interest in travel. Men have traveled more (mostly in military service) and there is more traveling in everyday business. Instead of tiring of travel, salesmen and dealers view a plush trip as "really living." Wives, of course, are particularly responsive to travel. They do not travel as much as their husbands and often long to get out of the house.

Travel publicity is more extensive today, too. Newspaper stories about people abroad, Sunday supplements and television shows make travel especially appealing. All this heightens interest in a trip award.

Another factor that makes incentive travel bigger than ever is the smaller company's entry into what was once the exclusive domain of industrial giants. Now it is common for a small company to use travel prizes. Where budgets are small, vacations at nearby cities have been successful as incentives.

Relatively new to incentive travel

Contests Within Contests

Few things add more excitement or allow an incentive program to cover a longer span of time than contests within a contest.

These short-term "inside" contests are added incentives to push particular products or to create a selling spurt during particular weeks. Prizes can be general merchandise, personal items that tie in with the trip—cameras, luggage—or appropriate clothes. For trips to the West, for instance, cowboy clothes are ideal prizes. For tropical trips, summer formal wear and beach clothing make good tie-in prizes.

One caution to exercise on "inside" contests: Make sure that your small contests develop extra business or move slow items that create extra profit. Unless the added gifts pay for themselves, you are adding extra costs to your over-all budget without extra return.

Advantages of Big-City Trips

While waving palm trees and tropic suns might appear to be the necessary ingredients for incentive travel, you can't discount the appeal of the big city. Many companies have discovered that big-city trips offer advantages that are hard to beat.

Entertainment in big cities—theaters and sports events—can have great appeal to contestants. Historical sites and other points of interest make for interesting tours. Large, luxury hotels provide facilities for every conceivable event.

The big city is an ideal site for small-budget campaigns that have low transportation budgets. Small companies with small sales forces have used trips to metropolitan cities with good results. A stay at a plush hotel, a theater trip, a night club tour and cocktail parties are easy to arrange in a big city—and give trip winners plenty to talk about when they get back home.

Trips to metropolitan cities as consolation prizes in a contest for trips outside the country are finding favor today.

Best part of a big-city trip for the incentive planner is that major hotels generally have "packages" that are economical as well as glamorous. These packages usually include sightseeing, parties and tickets to popular events.

is the program that includes not just husband and wife but all the children as well. Many salesmen prefer a vacation for the entire family to a longer trip for just husbands and wives. Companies that have tried complete family trips have found them more successful than anticipated.

More Planning

It takes more planning to handle children, but the added work seems to pay off. (Have you ever tried to slow down when the kids want something that requires your hustling?) Few parents seem able to hold out

against demands from the small fry, and so incentive travel that includes children puts extra pressure on dad.

New Element

While there is little change this year in airline charter possibilities over last year, a new element may enter soon. With the introduction of jet airliners, domestic charter flights may be easier to arrange. With more airplanes available to domestic carriers, in a couple of years you may be able to effect travel savings between U.S. cities.

Currently, odds are against your lining up charter flights within continental U.S.; and when you do,

there is little or no cash savings. Conditions have to be just right, today, to get a domestic charter flight for your group travel. All airlines advise checking long in advance to determine charter possibilities (because of equipment shortages today).

Outside Country

Charter flights outside U.S., except in peak seasons, generally are easy to arrange and cash savings can be substantial.

In addition to increases in participants in incentive programs, next most pronounced trend is distance. Larger groups are going farther this year than ever before. Now that group travel has become big business, more facilities abroad are being geared to incentive groups—with more foreign promotion for this business. Thus, new records are broken consistently in the number of people being taken to some distant place or the size of the airlift.

No Leveling Off

While incentive travel has continued to grow each year, nothing appears on the horizon to indicate a leveling off. Predictions that dealers might become over-traveled have proven false. As competition grows keener, incentives are not likely to lessen.

Same big factor that made incentive travel so large is still in force. You don't have to buy a trip until somebody earns it. Investments in incentive travel are geared strictly to returns in sales, and with more sales being sought in every line, incentive travel should be with us for a long time.

The End

KIDS have a wonderful time on incentive trips and more and more companies are including them. These racing to lunch at Disneyland are children of agents of Insurance Company of North America Companies.





50 SALES-BUILDING CONTESTS

with travel
as the reward

1. Salesmen earn trip by increasing volume of business during a specified period over a set percentage of volume turned in for a previous like period.
2. By reaching sales quota, salesmen earn trip; bring wives by reaching a higher quota.
3. Series of trips with sales quota set for each. By reaching largest quota, salesmen go to most distant place.
4. Fixed number of trips in contest. Points given for each \$1 in sales. Salesmen with most points earn trip.
5. One chance in lottery for each unit sold for each \$50 or \$100 of sales. Lottery drawing for trip winners.
6. Quota set on number of orders turned in with trip for all who go over quota by fixed percentage.
7. Each order earns points. Men with most points go on trip.
8. Each order earns salesman one lottery ticket. Draw for fixed number of winners.
9. Points for each demonstration given. Men with most points earn trip.
10. Points for each call report. Men with most points earn trip.
11. Trip for men who make most demonstrations or turn in most call reports. Men take wives if set percentage of these demonstrations or sales calls result in sales.
12. Drawing from names of men who reach quota of sales calls or demonstrations. Winners earn trip.
13. Average dollar volume for each sale last year calculated for each salesman. Points earned for each dollar over average for each new sale. Men with most points earn trip.
14. Average number of units in each order calculated for last year. Points for each unit sold over average. Men with most points earn trip.

OBJECTIVES and contests (above) to reach them

INCREASE DOLLAR VOLUME (1, 2, 3, 4, 5, 37, 49)	MOVE SLOW ITEMS (25, 26)	REVIVE DEAD ACCOUNTS (30, 39)
STIMULATE MORE ORDERS (6, 7, 8)	SELL ENTIRE LINE (27)	SWITCH OTHER-BRAND USERS (40, 41)
INCREASE SALES CALLS (9, 10, 11, 12)	GET LEADS FROM EMPLOYEES (28, 29, 30)	IMPROVE SALESMANSHIP (42, 43)
BUILD HIGHER UNIT SALES (13, 14, 15)	INTRODUCE NEW PRODUCT (31, 32, 33)	REDUCE COSTS (44, 45)
ADD CUSTOMERS (16, 17, 18, 19)	INCREASE USE OF DISPLAYS (34, 35)	BUILD MULTIPLE SALES (46, 47, 48)
SECURE PROSPECTS (20)	INCREASE DEALER TIE-INS (36)	LOWER STAFF TURNOVER (49)
BUILD OFF SEASON VOLUME (21, 22, 23, 24)	STIMULATE REPS (37)	RECRUIT SALESMEN (50)

15. Lottery ticket for each unit sold over average number of units in orders last year. Drawing for winners.
16. Points for each new customer added. Highest points earn trip.
17. All men who reach quota of new customers take trip.
18. Each new customer earns lottery ticket for salesman. Drawing for trip.
19. Each salesman given target accounts. Those that convert the most accounts to customers earn trip.
20. Points for each new prospect turned in with added points for each prospect that becomes customer. Trips for highest points.
21. Dealers earn trip by buying in normally slow period.
22. Dealers earn trip by buying quota and earn trip for wives by reaching higher quota.
23. Points on units bought graduated according to time of year—more points during slowest periods. Must reach quota of points to earn trip.
24. Distributor salesmen earn trip by qualifying quota of dealers for trip.
25. Points for slow-moving items with trips for salesmen with highest points.
26. Lottery chance for each slow-moving item sold. Drawing for winners.
27. Men with best record of selling entire line during set period win trips.
28. Trip to non-selling employees who turn in most sales leads resulting in sales.
29. Points for each lead turned in by non-selling employee with added points for resulting sales. Highest points win trip.
30. Lottery ticket for each lead turned in by non-selling employee. Extra lottery tickets for each unit of sale resulting from lead. Drawing for trip.
31. Points for each new product sold. Highest points earn trip.
32. Trip for salesmen who sell quota of new products.
33. Points for each customer who buys new product. Salesmen with most points earn trip.
34. Salesmen who place most displays in stores earn trip.
35. Names drawn for trip from among salesmen who have reached quota of displays placed in stores.
36. Salesmen who get most dealers to tie-in with national advertising campaign earn trips.
37. Multi-line representatives who increase volume of your line by fixed percentage earn trip.
38. Salesmen who re-activate the most "dead" accounts earn trip.
39. Salesmen who turn in the greatest volume from formerly "dead" accounts earn trip.
40. Salesmen earn points by switching each customer from competitive brand to yours. Most points earn trip.
41. Points to salesmen for each unit he sells that replaces competitive unit. High point-earners go on trip.
42. Salesmen who score highest when graded by professional shopper earn trip.
43. Salesmen who score best in post-training examinations earn trip.
44. Trip to salesmen who make most drastic cut in ratio of sales expenses to total sales.
45. Regional or district managers earn trip for best record of sales to selling costs.
46. Salesmen with best carload or multiple sales record earn trip.
47. Salesmen who develop largest percentage of customers to carload or multiple-unit buyers earn trip.
48. Points for each tie-in sale. Highest points earn trip.
49. Annual trip for each salesman who reaches sales quota.
50. Employees who recommend most sales applicants who are acceptable earn trip.

The End



"I didn't wanna get like this, C. J."

Speaking



Of



Incentives



WRITE FOR THIS TELL-ALL,
SHOW-ALL FOLDER

*that describes our
Caribbean Carnival,
Frvolités Françaises
and South Seas Weekend.*



CHALFONTE
HADDON HALL

On the Boardwalk
Atlantic City, N.J.

SUCCESS

IS NOT

AUTOMATIC

Lure of travel seems to stimulate the imagination far beyond the offer of any other kind of reward. It conjures up visions of swaying palm trees and warm sand, swimming in tropic waters and dancing under the stars. Incentive travel provides a change of pace — and appeals to wives.

However, even with these appeals, an incentive travel campaign is not automatically successful. A careful study of many travel programs shows that there are important rules to follow — and areas to avoid — in order to assure success.

This check list of Do's and Don'ts covers many of the considerations involved in planning a successful incentive travel program.



DO . . .

1. take locale into consideration. A week in New York obviously will not appeal to New York salesmen.
2. propose a realistic budget. Much more is involved in a travel holiday than purchase of tickets and hotel rooms.
3. offer the travel award for performing a "do-able" job. If a participant feels he's being asked to do the impossible, your program may never get off the ground.
4. promote the travel awards heavily. A constant follow-up is necessary to maintain peak interest and enthusiasm — especially in campaigns longer than three months in duration.
5. include wives in the offer, if possible. A participant will always try harder if he knows his wife can go along. And, of course, his wife will do all she can to encourage him to win.
6. use all available promotional material. Many transportation companies, chambers of commerce, development boards and similar organizations provide a wide variety of material.
7. remember that many people are inexperienced travelers. They should be given detailed information on the type of clothing to take, how many pounds of baggage are allowed, and how much additional spending money will be needed.
8. plan for any type of emergency. Are doctors and hospitals available in the event of sickness or accident? If planned transportation breaks down, is there an alternate plan to cover the emergency?
9. have an announcement kick-off meeting to make the offer and generate initial excitement and enthusiasm. Bring as much of the actual travel event into the meeting as possible, with authentic acts, scenery, food, drink, decorations and favors.

DON'T . . .

1. hastily decide to conduct the travel incentive program as a do-it-yourself project. Success of your program depends on proper handling.
2. make your program a contest with a few winners. Allow everyone an equal opportunity to win. Otherwise, only your top producers will put forth extra effort.
3. write rules which make it nearly impossible to win. A program will succeed only if every participant sees himself as one of the winners.
4. consider travel as a panacea for all sales or management problems. Even with its tremendous appeal, travel should not be expected to do the impossible.
5. insist that your prize winners use their regular vacation period for the travel award. Even modest travel programs will stimulate greater enthusiasm if it is clear that there is extra time in which to enjoy the awards.
6. permit participants to forget about the program. Sustain interest by frequent reminder mailings or meetings.
7. rush travel program planning. "Haste makes waste" may sound trite, but hurried planning inevitably increases cost.
8. overstep or skimp on budget. Careful planning will insure full return on every dollar of your travel incentive budget.
9. skimp on accommodations or travel arrangements. A trip to the most beautiful place in the world is wasted if winners must stay in third-class hotels or buy their own meals. Red carpet treatment is a must.
10. forget those who weren't fortunate enough to go along. An alternate offer of merchandise prizes is desirable to prevent resentment among those who do not win a travel prize.
11. forget the little things such as corsages, fruit bowls, etc. Travel involves much more than eating and sleeping.

More DO'S . . .

10. seek expert services from travel incentive specialists. They are prepared to advise you without charge on planning your activity.
11. make your rules for winning brief and crystal clear. Show each participant that he has an opportunity to win; whether he wins a travel prize or not is entirely up to him.
12. explore new uses of travel awards. Some applications of travel awards provide almost limitless opportunities for achieving sales increases.
13. insist that an experienced trip conductor go with winners if the size of the group warrants it. One man can produce amazing results IF he knows what has to be done and how to do it.
14. remember, the prize winner is always right. One dissatisfied winner can impair future programs.
15. have a company official go along, if possible. There is no better way to get to know your people and their problems — and they, in turn, welcome the opportunity to "rub shoulders with the brass."
16. spell out your plan in detail, well in advance, so that you and your incentive travel supplier knows exactly what is expected.
17. remember that travel can be used in many ways as an individual award, a group travel program, or as a grand prize.
18. provide winner with complete information about the mechanics of the trip. Let him know that every detail has been checked, and that winners are in capable hands.
19. maintain complete control at all times. Know what has been done, when, and who did it.
20. remember in planning group travel programs, that one of the most important "plus" benefits is that people with similar business interests will almost invariably wind up "talking shop." Thus your trip will act as a training session as well as a reward, provided you allow sufficient time for such shop talk.

More DON'TS . . .

12. choose a travel location simply because the president went there last year. Locale must appeal to the majority of participants.
13. ignore a big city simply because the company is located there. If most of the participants are field personnel, the big city luxury holiday may have a great deal of appeal.
14. discount the advantages of brief business sessions on incentive trips. Most men welcome a chance to talk shop with the boys. If wives are along, provide a special women's event for the same time.
15. go to the same locale often. Provide a frequent change of pace by choosing new locales for each program.
16. forget that sales meetings and conventions afford important opportunities for the use of travel holidays. A sales meeting at a resort puts participants in a receptive mood. Remember, mixing business with pleasure is good business.
17. neglect to publicize the winners in picture and story. Add the element of recognition to the award. Everyone profits — including the company.
18. take up every minute of the winners' time while on the trip. Allow time for individual activity, but offer suggestions of things to do and places to see.
19. neglect to make arrangements for any winner who cannot go on the trip with the group because of personal or business commitments.
20. underestimate the power of wives. Do everything possible to help them help their husbands win. They are your greatest allies.

The End

CAPPEL, MAC DONALD & COMPANY
BELNAP & THOMPSON, INC.
ROSS COLES & COMPANY
T. J. McGuire Travel Company, Inc.

THE
E. F. MacDonald
COMPANY



*A world-wide organization devoted to building sales
through merchandise and travel incentive plans*

Offices in principal cities
U. S., Canada and Europe

New York
Rochester
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In the travel field, EFM has been further strengthened by the addition of the T. J. McGuire Travel Co., Inc. Specialists in incentive travel, these people are thoroughly familiar with the techniques used to promote and protect the goodwill of the sponsoring companies.

EFM travel experts never forget that prize winners are the client's best customers and star salesmen. They are trained to anticipate all problems, and offer personalized extras which can double goodwill at the cost of only a few dollars. A world-wide staff is always available

to deal quickly and competently with any emergency.

As a result of this unique service, EFM Travel Incentive Campaigns not only stimulate unprecedented sales effort, but produce a lifetime dividend of goodwill for the sponsoring company.

If you want maximum benefit from your incentive program, why not call in the nearest EFM man? We believe he can convince you that The E. F. MacDonald Company offers an incentive travel service which has never been equalled for effectiveness and trouble-free operation.

The E. F. MacDonald Company

WORLD-WIDE SALES INCENTIVE SERVICE / Dayton 2, Ohio





While second place in incentive contest was six-day trip to Mexico, to beat trip programs offered to dealers by other manufacturers...



PHOTOS WERE TAKEN on board ship for release to hometown newspapers

Carrier Competes with Luxury Cruise

In the air-conditioning industry where prize trips are no novelty, Carrier Corporation came up with a program that it will find hard to top.

Faced with the problem of exciting multi-line dealers to support a year-long incentive program, Carrier staked its chips on an 11-day, luxury, ocean cruise, with a secondary prize of a six-day trip to Mexico.

This incentive program was primarily designed to strengthen dealer relationships. "At the very outset," says William A. Lake, sales manager, Carrier's U.E.D. (Unitary Equipment Division), which produces and sells packaged air-conditioning equipment and small applied systems, "It was decided that unless we could come up with a really outstanding program for this incentive contest, we would drop the whole idea."

Committee of Five

Before making any decision, a committee of five was appointed to study the problem. Lake headed the committee which included a regional sales manager, product manager of the ice-making division, retail ad manager and comptroller. Through this operating committee, all policies relating to sales, management and finance were incorporated into a final plan which was presented to top management for approval. According to Lake, this committee action enabled

Carrier to come up with a program in record time which was acceptable to management.

Major problem was to create a prize that would excite dealers, most of whom are exposed to trip promotions from other manufacturers. A truly luxury cruise seemed to contain all the elements that the company was looking for.

Details of planning were turned over to The E. F. MacDonald Company. Arrangements were made with Furness Bermuda Line to charter "Queen of Bermuda."

Regional Meetings

Contest period, a full year, was kicked off with a series of regional meetings starting in November, 1956. At these meetings Carrier's distributors were called in and briefed on the program. All promotional material was displayed and discussed so that the entire sales team could get solidly behind the operation.

To sustain interest throughout the year, a series of four "sprint" contests in which over \$50,000 in merchandise prizes were given away, were planned. A wide variety of prizes, including Hillman station wagons, were awarded to dealers having the best sales records during sprint periods. These short term contests contributed to the overall success of the program.

To establish quotas, often a bone of contention in any incentive program, Carrier used this formula: Distributors and dealers, whether large or small, competed on an equal basis throughout Carrier's four regional sales areas and 12 sales districts. The four distributors in each region who did the largest dollar volume over quota and the four who did the largest percentage of increase over quota, were awarded a cruise trip.

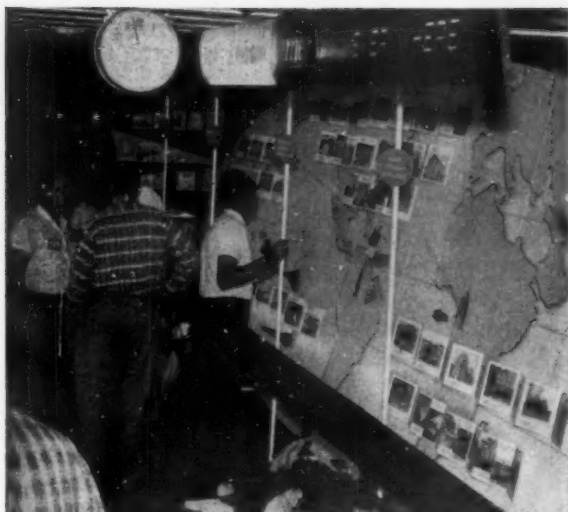
To assure an equal chance for all dealers, they were divided into groups based on dollar volume of purchases. (A minimum of \$5,000 was established.) For the Caribbean cruise, dealers competed in their own size groups. Their performance was judged in one of three ways: highest dollar volume purchased; highest dollar volume purchased over a base figure; or highest percentage increase in purchases over base.

The distributor picked the way in which each of his dealers were to compete.

Meet Quota for Mexico

To qualify for the Mexican holiday, a dealer merely had to meet the quota on which his program was based.

To move merchandise rather than simply load dealers, Carrier used this plan: During the last three months of the contest, a normally slow period



EXHIBITS aboard ship told the Carrier international sales story.



CONFERENCE area for dealers to talk to executives were popular.

in the industry, distributors were given double points for each piece of equipment sold by dealers. This resulted in the highest volume for this period in the company's history.

The cruise ran smoothly, reflecting long hours of professional planning, in spite of a major crisis. Just 72 hours before the ship sailed, an unexpected strike hit Nassau, first scheduled port of call.

Port-au-Prince, Haiti, was substituted for Nassau, and Harry Redman, cruise director, managed through a series of radio-telephone calls, to set up a new schedule and land arrangements in Haiti. Major problem in re-scheduling the new port was that Port-au-Prince had no dock facilities to handle the ship.

Tenders Used

To disembark almost 600 people, two small tenders finally were located. The transfer of the people to the island rivaled the smoothest military operation.

Riviera Hotel in Haiti came through with flying colors. Not one of the contest winners, all of whom were taken there after a sightseeing tour of the city, had any idea of the frantic preparations that were necessary to set up for the big party and luncheon which was staged by the pool. The letter of instructions sent by Redman from New York never did arrive. Fortunately, the owner of the hotel, R. Paul Weesin, had flown down from Florida in his private plane and was able to get things set up. He managed to ship in some food from Miami so that the guests would have some standard American food as well as exotic Island dishes.

Div. Mgrs. Have Sticky Job

Assignment of staterooms generally is a sticky job. Wives often compare accommodations and a few are bound to complain that their husbands rate better than some others.

To keep problems at a minimum, the ship was divided into four equal parts (stateroom-wise). Four Carrier division managers were in charge of assignments of staterooms to dealers and distributors in their areas. Because of closer contact with the performance of each winner, division managers were in the best position to assign accommodations according to merit.

The system worked. Everyone seemed happy with his room.

Total cost of cruise was shared equally by Carrier and its distributors. The company assumed all cost of printed promotion material.

When Carrier announced an "all expense luxury cruise" it meant just that. From the time the winner left home it wasn't necessary for him to put his hand into his pocket once, except to buy personal gifts and souvenirs. Winners were even met at the dock by either Carrier or cruise officials who paid the cabbies who transported them from the airport.

Cocktail Party

Once aboard ship the party began. As the liner pulled away from the pier, a get-together cocktail party was in full swing.

Every evening there was either dancing or a show in the ship's ballroom. For sports lovers there was a variety of deck games, swimming in the ship's pool, or even more strenuous type of exercise in the fully equipped gymnasium.

For those who preferred less activity, there was sunbathing on the decks, first run movies, bingo and card games, or just plain loafing and picture snapping. Dancers had their day, too. There was daily free instruction on all the latest Latin dances.

Highlight of evening activities were Broadway-type revues staged in the gaily lighted ballroom at sea. A clever pantomimist, Pepe Miller, stole the show with his unusual routine.

Mileage Pool

Most popular of all activities was the ship's mileage pool which was held each night. An estimate was made by the Captain of the number of miles he expected to log in the next 12-hour period. The 10 numbers preceding this estimate, together with the 10 above the estimate, were auctioned off to the high bidders. Next day, the actual number of miles covered by the ship was announced and the lucky person holding that number won 75% of money in the pool (balance to tips and charity). One winner's haul was \$538.

To get maximum participation in all activities, almost 300 prizes were given away. These ranged from lighters and billfolds, to cameras, watches, luggage—with a retail value of up to \$40. Prizes were awarded to winners for bingo, dancing, sports programs, costume balls.

While the cruise was primarily for pleasure, there was some business activity. Small conference booths were set up in the enclosed deck area where managers of product departments were available for informal discussions with dealers and distributors. An elaborate display, built by Industrial Displays, New York City, showed applications of Carrier's many products in the air-conditioning field. It proved to be a popular meeting place for off-the-cuff discussions during the entire cruise.

Proof that first-class treatment on a

prize trip does pay off was the often voiced praise from all of the 260 dealers and distributors on the cruise. Although many had been on trips before, the general opinion was that this cruise was the best by far. Carrier officials, from Russell H. Gray, vice-president and general manager, U.E.D., down to each department manager were aware, before the halfway mark was reached, that they had a hit on their hands.

A highlight of the cruise was the day in Kingston, Jamaica, second port of call. After a morning of sightsee-

Stork Hastened for Trip

Trip promotion really effective?

This story made the rounds of Carrier's ship:

A dealer's wife was due for a visit from the stork about the same day as the cruise was scheduled to start. An advanced consultation with her physician ended with induced labor.

She had her baby and was aboard ship when it left the pier.

Consultant Available-No Charge

Now you can add an expert to your staff to handle one of your important problems . . . at no cost to you.

The problem of finding the right location for those important sales meetings or other group functions can be handled by one of the country's most qualified and respected hotel experts. He directs a staff of specialists trained to find exactly the facilities you need.

HOWARD F. DUGAN knows sales, knows hotels, and knows what meeting planners need. His organization is geared to give you immediate and personal attention for all your meeting-site problems.

HOW CAN IT BE DONE FREE?

You pay nothing. HOWARD F. DUGAN, INC., works with the finest hotels to get the best possible facilities at the most reasonable cost. You will probably pay less if you take advantage of the services of HOWARD F. DUGAN, INC.

Try this service next time you plan a meeting. A letter or call will secure the services of a hotel-facilities expert...No obligation and never at any cost to you!



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ing and shopping, the outdoor gardens of the Myrtle Bank Hotel were transformed to an open air theater and club. The Carrier cruisers and their wives enjoyed a four-hour-long party of dining and native entertainment. Final port of call was Havana, Cuba, where there was an evening party at the Tropicana.

Mexican Trip

Dealers who exceeded their quotas but did not win the cruise didn't fare badly. They were flown to Mexico for six days of fun. For this trip 250 dealers and distributors qualified. In addition, 150 salesmen, both retail and wholesale, and their wives were on this Mexico trip.

Salesmen were winners in a rather unusual contest. Everytime a dealer salesman sold a piece of Carrier equipment during the contest period, he filled in a contest blank. These forms were sent to Carrier's headquarters where 100 names were drawn. Each lucky salesman received a trip to Mexico for himself and his wife.

The Mexico trip, too, was first-class all the way. There were cocktail parties and dinners in the finest restaurants and hotels, sightseeing trips to major points of interest, and a real bull fight.

Private Bull Fight

Because the second contingent (the movement was handled in two sections, a week apart) arrived in Mexico City when no bull fight was scheduled, a private "Carrier bull fight" was arranged. The arena was rented, matadors and bulls hired, exclusively for the Carrier group. And to add color (and also cement good international relations) half the arena was opened up free of charge to the citizens of Mexico City. A more spirited crowd, they say, had never been seen.

The End

NOW...the Americana SURPASSES ALL... with the completion of its new, attached, Convention Auditorium and Exhibit Hall — largest hotel-owned hall in the nation!

READY FOR YOUR MEETING — a vast, modern auditorium with 38,000 square feet of space providing unobstructed visual and audio reception for up to 4,000 at banquet; 5,000 at meeting!

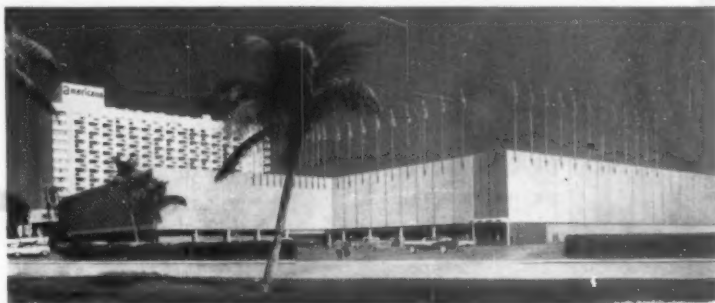
READY AS YOUR SHOWPLACE — a spacious exhibit hall beneath the auditorium — 38,000 square feet of space accessible by ramp, with space for 350 modern display booths . . . each supplied with advanced equipment, and electrical, audio, and visual aid outlets!

NOW — THE AMERICANA offers more convention space than any other hotel in the nation . . . 120,000 square feet of meeting space, accommodating 15,000 persons, either in 25 separate meetings, or in one huge convention, linked via closed-circuit television. And throughout . . . the most advanced sound, lighting and air-conditioning equipment designed!

IN ADDITION — cooperating hotels in a "5 minute" radius of the Americana offer 3,000 additional deluxe oceanfront rooms.

- 475 luxurious rooms, suites, and Lanais.
- 10 acres of oceanside gardens, with 600-foot private beach, Olympic pool, and colorful, spacious cabana colony.
- GOLF on a private, 18-hole Country Club course minutes away via our station-wagon.
- Celebrated food in the GAUCHO STEAK HOUSE . . . winner of the coveted Holiday Magazine award for Distinctive Dining, 1957.
- Thrilling shows starring the world's best entertainers nightly in the uniquely beautiful BAL MASQUE SUPPER CLUB.
- Elegant MEDALLION DINING ROOM . . . casual DOMINION COFFEE HOUSE . . . gay CARIOCA LOUNGE . . . breeze-cooled STARLITE PATIO!

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When the Queen Elizabeth, Canada's newest and finest hotel opens next spring, you and your group are assured of the most efficient handling, gracious service and the ultimate in convention facilities. 21 stories high, this magnificent hotel will have 15,000 square feet of exhibit space, 23 sample or meeting rooms, accommodate up to 3,000 in a single meeting—or 2,000 for a banquet, and 1,216 spacious guest rooms with individually controlled electronic heating and air-conditioning.

Delegates attending conventions at The Queen Elizabeth will thoroughly enjoy visiting distinctively different Montreal where British Institutions and French traditions blend in a unique combination. Make your arrangements now! Be among the first in this grand hotel.

Opening April, 1958

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MARCH 7, 1958

57

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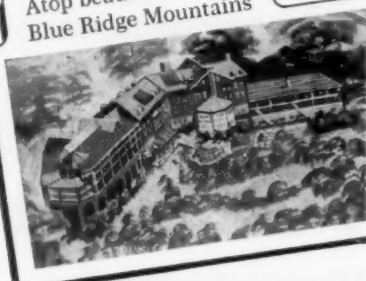
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Address inquiries to Hotel Moraine



Piggy-Back Benefits For Your Trip

Five extra activities can be tied into your incentive program at no extra cost.

More and more companies, in 1958, will be planning a "piggy-back" activity with its incentive travel program.

What is a piggy-back activity? It is adding some important event to the trip itself, so that the trip serves double duty.

Your getting double duty from a budget is a popular target these days. That is why it is worth-while to consider adding a piggy-back occasion to incentive plans—all for the price of your original budget.

Plus Benefits

Let's say that your travel occasion is a trip to a southern resort, in the winter of 1958-59. You plan to alert all of your distributor salesmen, informing them that if they meet and beat a pre-determined sales target by Oct. 1, 1958, they will be entitled to journey south as your guest when the snow flies. By bettering that target by 20% (or so) they can take their wives. All right, the sales campaign is set. Here are five plus benefits that can be tied into this group travel program and some suggestions from companies that have created a piggy-back travel activity:

1. **Sales meeting:** What better time or place could you choose to hold your annual sales meeting for distributor salesmen? Salesmen will be in a receptive mood, because they are under relaxed circumstances. Facilities for your sales meeting probably are available and you will be able to do a better selling job. A typical example of this combination package comes from one of the country's largest manufacturers. Last year it chose a Southern spa, and then told its distributors that by hitting a pre-determined goal their transportation to and from the delightful spa would be paid, but, if they *didn't* hit their sales target, they were invited to pay their own transportation. All expenses



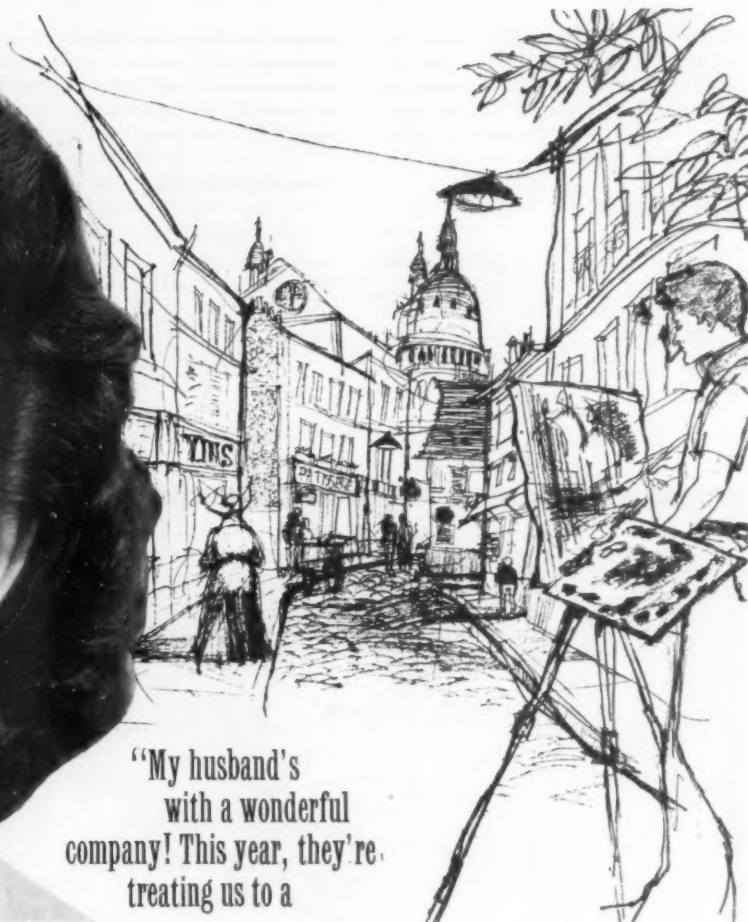
at the Spa would be paid after they arrived. In addition to being invited to this resort for doing a top-notch selling job, there was recognition given at the meeting to those who had exceeded the target.

Mileage Credit

A hard-goods distributor paid his dealers mileage credit. For every part of the sales target they hit, they earned so many miles towards a vacation spot, where a sales meeting would be held. By judiciously arranging the formal sales meeting sessions in the morning (9:00 to 12:00) with the afternoon sessions planned to terminate at 3:00, there was still ample time to enjoy the facilities of the vacation spot chosen as the travel incentive award.

2. **Sales training:** Here is an opportunity to emphasize those improved sales techniques, which you know, if practiced, will increase sales points that have been difficult to get across to the sales organization. Sales training, tied in with such a journey to a vacation spot must be subtle, with emphasis on fun.

Should travel be in part by ship to some out-of-the-States location, sales training could be part of a sales clinic, held one or two hours a day aboard ship. Shipboard time occasion-



"My husband's
with a wonderful
company! This year, they're
treating us to a

FREE TRIP TO FRANCE"

That's the exciting news the wives of the top 2000 Fedders-Quigan retail dealers will be telling their friends this year! Because the sales incentive at Fedders-Quigan for 1958 is an all-expenses-paid vacation in Cannes on the fabulous French Riviera.

With this kind of incentive thinking to shape its sales strategy, no wonder Fedders-Quigan sells more home air-conditioning units than any other manufacturer!

Fedders-Quigan will not be the only progressive company to benefit from the creation of the French Government Tourist Office's unique new Department of Sales Programs and Conventions. RCA, Electrolux, Philco and others are choosing France—and here are just some of the reasons:

- Low-cost, comfortable, overnight charter-plane transportation or leisurely travel by ship
- Special hotel and restaurant rates for groups
- Free use of convention halls and facilities
- V.I.P. treatment in fabulous resort cities like Cannes, Nice, Biarritz, Deauville, Aix-les-Bains, or Evian
- On-the-spot help with tours to Paris and all the rest of France from the convention city chosen
- Guidance to France's finest shops, restaurants, theaters, sports events, and scenic attractions.

It all costs less than you think! And the people you send to France will get a gala, red-carpet welcome they'll never forget.

Offer France as a sales-incentive goal, and just watch your volume grow! Pick France as a

convention site, and try to find anybody who'd rather stay home!

The French Government Tourist Office Department of Sales Programs and Conventions will give you all the details—will work with you to promote the success of this sales-incentive plan—even help you publicize the trip.

And, of course, *your travel agent*, with our cooperation, will make complete arrangements tailored to your company's specific needs.

Whether you are interested in a group-travel plan for 2000 couples or 20, contact Mr. Yves Kob, Director of Sales Programs and Conventions, French Government Tourist Office, 610 Fifth Avenue, New York 20, New York. Telephone PLaza 7-1125.



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ally drags and salesmen welcome the opportunity to talk shop. The moderator subtly plants the sales training or new sales techniques that management knows will improve a salesman's sales picture.

Quiz Programs

Perhaps there will be parties either aboard ship or at the vacation spot. Quiz programs can be made a part of these parties, where salesmen and wives are given the opportunity to

answer questions on improved sales techniques, or product information, with a reward of quality prizes — prominently displayed and attractively wrapped.

Other Subtle Ways

Other subtle ways of adding sales training to your trip plans! Place a card in every salesman's room outlining one particular phase of sales training. He will study it not once but several times. A special "news-

paper" can be printed for trip winners, a skillful blending of trip information and sales training. Because it is printed especially for them, they will read it.

One company even printed a sales tip on gummed paper and fastened it to the mirror over the lavatory in each salesman's room. Filled with gratitude to the company that permitted him to win a trip, a salesman will read, listen and remember the sales techniques his company has been trying to instill in him all year long.

3. **Introduce new models:** To get double impact from your travel program, why not plan to give your trip winners a "sneak preview" of new products, new designs, new models, new policies or a new service? This technique has been used most effectively by several of the country's leading companies.

Aboard Ship

One manufacturer of heating equipment took a group of top dealers on a cruise in the Caribbean. Aboard ship they were invited to come to the grand ballroom, where they were given a preview of the company's new



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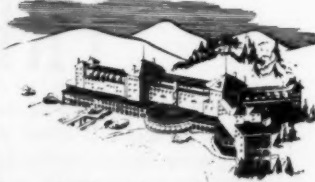
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line for the coming year. Because all communication with the outside world was cut off, they were able to discuss plans for the new year in perfect safety, knowing that their competition would not hear about it before the news releases hit the press (timed with the redocking of the boat upon completion of the tour).

Discuss Sales Policy

Another manufacturer chose a cruise to discuss a new sales policy with his top producers who had won the trip. They were receptive because they were grateful.

A leading manufacturer of air-conditioning equipment set up a new product display in the lobby of a Southern hotel, where it was treating its top distributors to a winter holiday. Engineers stood beside each model and explained product features. District managers were nearby to pick up orders when the presentation was over.

A manufacturer of soft goods chose his incentive travel payoff to introduce a new line of bathing suits and ladies' ready-to-wear frocks. He did it by putting on a fashion show during one of the luncheons at the

resort, where his top dealers had gathered as their reward for top sales. Models paraded down a runway, exhibiting the manufacturer's entries into the fashion world for the coming year. His key dealers, under the relaxed and stimulating circumstances of the luxurious surroundings, heartily approved and endorsed his new styles.

A manufacturer of automotive parts took his distributors to a resort as a reward for top sales, and rented a large sample room — a deluxe suite — in the hotel where his dis-

tributors were enjoying their reward. In this sample room, he set up both his hospitality headquarters, complete with bar and recorded music, and arranged his new models with proper lighting and glamorous background. He hired beautiful girls to meet his trip-winning distributor salesmen, escort them to the bar and then give them a quick rundown on the new products for the coming season.

A prominent insurance company, in launching a new type of policy with comprehensive accident coverage chose a banquet the closing night

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to your salesmen
like no other place under the sun**

HAWAII is the one enchanted place, above all others, where the timeless, romantic lure of the South Seas is captured to perfection. They're every one's dream islands... lush, idyllic, typically tropical. That's why *the magic name of Hawaii, the world's most inviting incentive travel area, is a proven sales builder.*

SO LOW IN COST Yet for all its exotic appeal, Hawaii is within easy reach of everywhere—just 8-10 hours from the Pacific Coast by plane or a pleasant 4½ day ocean trip. And all costs are surprisingly low. Food and hotels are lower in price than most other American resort areas yet equal or better in quality.

ASK FOR HELP Ask us for detailed information on the most up-to-date facilities for sales meetings—ask for practical help in planning a successful Hawaiian sales incentive program. *Write, today, to any of the three Hawaii Visitors Bureau offices.*

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of its trip to sell the new policy to its salesmen.

You, too, can find some phase of your product development or service plans that can be introduced dramatically and effectively while you are rewarding your top producers.

4. Institutional sell: While your guests are enjoying a glamorous setting you can resell the company.

A processor of frozen orange juice took his top distributor salesmen to Florida, and they devoted one afternoon to a VIP tour of his orange groves and juice extracting and processing plants. They were impressed and went back after their holiday to sell harder than ever before.

A prominent bag manufacturer awarded trips to New Orleans for top performance, and it just so happened that New Orleans was the site of its largest bag manufacturing plant. Of course, a tour of the production lines was scheduled for all of those who won the trip. It paid off, too, because salesmen now are better equipped than ever before to sell this line of bags with enthusiasm. They had visited the plant where the bags were made and had seen the quality that went into each bag or sack.

One of the largest insurance companies in the world brought its agents to the home-office city on a gala incentive trip campaign, and then took them through the modern headquarters building. It sent them back to their respective territories sold as never before, on the progressive nature and quality of the company whose insurance they underwrote.

A radio and TV manufacturer brought top dealer salesmen to Chicago to be feted at popular night spots, but managed to sandwich in

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MARCH 7, 1958

a tour of its newest factories, complete with automated assembly line.

Many travel campaign sponsors have chosen the relaxed atmosphere of the trip to sign up new distributors by developing dealers to the points where they could become distributors.

Given Opportunity

All travel programs give top officials of the sponsoring company the opportunity to sell themselves to the top salesmen who have won the right to take the trip. Thus, rather than being cold and disembodied representatives of some large corporation, they become warm, human personalities. Because of these friendly associations, created under travel conditions, dealers, dealer salesmen and distributors and distributor salesmen work harder for the sponsoring company because they are on personal, friendly terms with top officials of that company.

5. Cross pollination: Perhaps the greatest plus benefit afforded in a group travel award is the informal exchange of sales ideas and techniques by top performing salesmen who have won the right to take the trip. Because the one common language that they all speak is selling, they will find many opportunities at the airport, aboard the airplane, aboard ship, at cocktail parties, banquets, wherever trip winner meets trip winner, to discuss sales "know-how." The conversation will invariably swing to "here's how I overcame that sales problem." Thus, this constant cross pollination of the best sales ideas will send each trip winner back to his territory better equipped than he has ever been before. He has picked up a number of new ideas to improve his sales performance. Salesmen tend to listen more respectfully when another salesman talks on improved sales techniques.

There are five ways that you can turn your travel occasion into a piggy-back, long-term sales gain occasion. First, add a sales meeting to your trip. Second, season your trip well with sales training and new sales techniques. Third, display your new models, products or services during the trip. Fourth, take opportunity during the trip for hard institutional sell. Fifth, encourage the cross pollination of sales ideas at every meeting occasion.

Choose any one or more of these five piggy-back factors, and you will find that you will get more for your incentive travel dollar than ever before.

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Where Did They Go?

Just a sample of companies
and some of the places they
have gone on incentive trips

American Motors Corp.—New Orleans, Cuba, Miami, Hawaii, Las Vegas

Puritan Chemical Co.—Miami

Firestone Tire Co.—Havana

Sealy Mattress Co.—Jamaica

Aluminum Cooking Co.—New Orleans

Chevrolet Motor Division, General Motors Corp.—Havana, New York, Mexico

Coats & Clarks Sales Corp.—Bermuda

Appliance Sales Division, Westinghouse Corp.—Miami, Columbus

White Products Corp.—Mackinac Island, Havana

Continental Casualty Co.—Colorado Springs

DeSoto Division, Chrysler Corp.—Pocono Mountains

Gemex Co.—Paris

Air Conditioning Division, General Electric Co.—Mexico City

Dodge Division, Chrysler Corp.—Hawaii, Las Vegas, Sea Island, Ga., Bermuda

Consolidated Credit Co.—Nassau

D & H Distributing Co.—Las Vegas

Toy Guidance Council—Havana

Sidles Company—Honolulu

Singer Sewing Machine Co.—Miami, Bermuda, Mexico City, Nassau

Stockely-Van Camp, Inc.—Mexico City, Acapulco

O. A. Sutton Co.—Nassau, Havana, Miami, Las Vegas

Arrowhead & Puritas Waters Corp.—Las Vegas

Lansfield Co.—Honolulu

Regan Film Products—San Francisco, New York

National Old Line Insurance Co.—Colorado Springs

Seiberling Rubber Co.—Paris

Golden State Mutual Life Insurance Co.—Los Angeles

Dictaphone Corp.—Miami, Washington

X-Ray Department, General Electric Co.—Havana, Milwaukee

Mutual of Omaha—Palm Springs, Las Vegas, Boca Raton, New York

Life & Casualty Insurance Co.—Nassau, Mexico, California

Occidental Life Insurance Co. of California—Los Angeles

A. E. Staley Manufacturing Co.—Bermuda, New York City, Chicago

Rust-Oleum Corp.—Caribbean

Philco Corporation—Europe

Carrier Corp.—Caribbean

Homelite Chain Saw Co.—Honolulu

Milwaukee Journal—Billings, Mont.; Chicago, Miami

Milwaukee Sentinel—Washington, Honolulu

Heidelberg Brewery—Honolulu

Farmers Union Co.—Billings, Mont.

John Amberg Co.—Honolulu

Boyde Coffee Co.—New York

Red Dot Co.—New York

Macabees Insurance Co.—Glacier Park

Carnation Co.—Honolulu

Union Central Life Insurance Co.—Quebec

George Spencer Co.—Milwaukee, Bermuda, Miami

Selbra China Co.—Miami

Electrolux Corp.—New York, Honolulu, Paris

General Sales Co.—Syracuse

Metropolitan Life Insurance Co.—Washington

Ohio Appliance, Inc.—New York

Ohio Power Company—Miami

Oldsmobile Division, General Motors Corp.—Miami

Quaker Oats Co.—Three Lakes, Wis.

Royal McBee Corp.—Bermuda, Atlantic City

Joseph Schlitz Co.—Mexico

Willys Motors—Honolulu

Abbott Laboratories—Honolulu

Mercury Division, Ford Motor Co.—Reno, Honolulu

International Harvester Co.—Los Angeles, Honolulu

Youngstown Kitchens Corp.—Bermuda

Detroit News—Colorado Springs

Northwestern Mutual Life Insurance Co.—Honolulu

Serta Rest-O-Craft Co.—Honolulu

Plymouth Division, Chrysler Corp.—Washington

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The Flying Tiger Line is the world leader in low cost transatlantic and Caribbean group charter travel. We have made more than 17,000 over Ocean crossings; and last year carried 70,000 passengers on international flights.

The first step toward making your travel incentive program a rewarding success is to call your nearest Flying Tiger office.



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Information may also be obtained from Flying Tiger stations by calling local directory listed numbers in the following cities: Akron, Ohio, Binghamton, N. Y., Boston, Mass., Buffalo, N. Y., Canton, Ohio, Chicago, Ill., Cleveland, Ohio, Detroit, Mich., Hartford, Conn., Los Angeles, Calif., Milwaukee, Wis., Newark, N. J., New York, N. Y., Oakland, Calif., Philadelphia, Pa., Portland, Ore., San Diego, Calif., San Francisco, Calif., Seattle, Wash., Springfield, Mass.

*Portrait of how the man feels who didn't book his
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you can be sure that a noisy dissent
will arise in favor of the other place.

BY GEORGE O. HACKETT
*Manager, Sales Promotion and Training
Lincoln and Mercury Division, Ford Motor Co.*

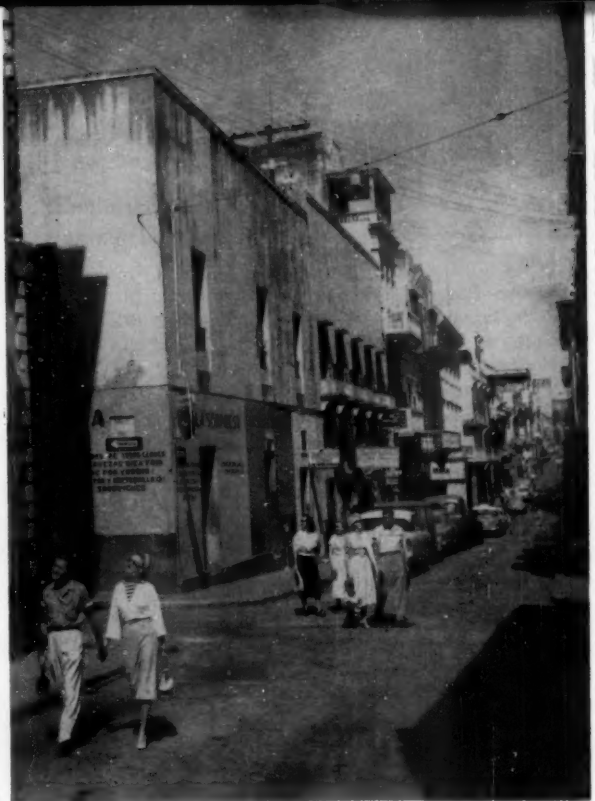
Travel has been an important feature of incentive programs developed by Mercury and offered to Mercury salesmen and dealers during the past decade. It has been one of several types of awards which have been employed successfully in various Mercury promotions. On two additional occasions, travel has also been used

in special programs sponsored among district and regional office personnel.

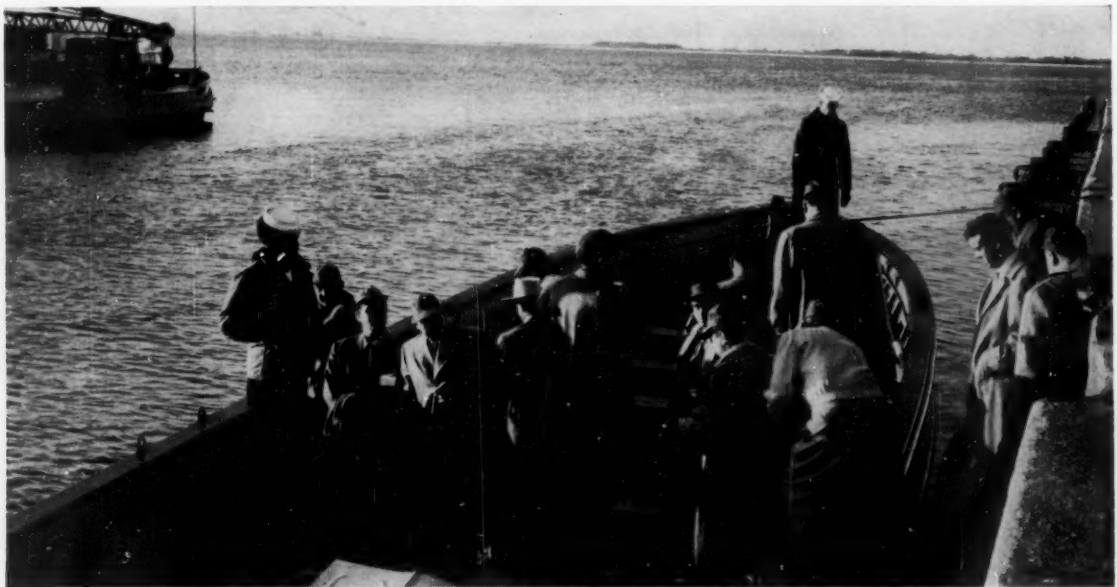
In 1949, Joseph E. Bayne, general sales manager of the then Lincoln-Mercury Division of Ford Motor Company, decided the time would soon be ripe to inaugurate an organizational service for retail salesmen in the division's dealerships. This post-

war pioneering step was taken in January, 1950, with the instituting of the Lincoln-Mercury Sales Council.

For sales excellence that first year, a trip for the 102 top salesmen of the nation was announced, the men to assemble at the division's new plant at St. Louis, and then travel by spe-



SIGHTSEEING is always popular. Here Inner Circle winners and wives take a walking tour of the downtown business area of San Juan.



INNER CIRCLERS climb aboard a Navy boat at Pensacola before riding out to the USS Monterrey for a day at sea.

cial train south to New Orleans, and back to Detroit for a wind-up banquet before going home.

Since that first post-war incentive effort, a great deal of experience with contests, competitions, incentives and similar recognitions has been learned.

There was considerable interest in the first Inner Circle (as this select group of 102 top winners was known) venture and the results were good. Promotion, however, was a bit premature because the Korean emergency in mid-1950 interfered with the normal flow of the automobile business and as the year came to an end, the international outlook became more and more tense.

Shortly after the first of the new year (1951) a curious thing happened in connection with Mercury's Inner Circle trip; a prominent Mercury dealer who had in his sales organization several contenders for Inner Circle honors made the suggestion that, because of the Korean situation, it might be more patriotic to



ED SULLIVAN signs autographs for fellow Mercury salesmen at Boca Raton party.

the Inner Circle special section of the *Panama Limited* from St. Louis to New Orleans when he received

right wife, or the right attorney, or the right automobile.

The Inner Circle moved into its second year (1951) but because of production restrictions and uncertainty of the international situation, the decision was made to repeat the government bond award to the 102 top salesmen.

For 1952 (third year of Inner Circle competition), Kirby recommended Bermuda for the prize trip, and reservations were made at the Castle Harbour on that enchanting island. The trip was a great success in every detail, opening with a "get-acquainted dinner" at which factory "brass" introduced each other to salesmen, and salesmen introduced themselves.

One unique event of the trip was a visit to the U.S. Navy base at Bermuda. This added an interesting touch which had a two-way benefit: It performed an excellent public relations service for the United States Navy in acquainting citizens from every geographical section of the nation with this mid-ocean defense plant, and it injected an unusual and inexpensive fillip to the agenda planned for the vacationers.

A retired General Motors executive, Gen. A. R. Glancy, sent his Bermuda-based king-size cruiser to Castle Harbour to pick up the Mercury salesmen who signed up for the trip. The cruiser went to the Navy yard where the guests were welcomed by Capt. Smith, skipper of the station, and taken to lunch. They toured the base, watched a JATO demonstration, and then visited the CPO Club for refreshments before cruising back to the Castle Harbour.

Lesson 2: A little imagination can



REPEAT Inner Circle winners are awarded special recognition at "Champions" banquet.

substitute government savings bonds (they were still called "war bonds" by most people) for the vacation trip. A quick survey of all contenders indicated almost universal agreement with this proposal. The trip was cancelled and bonds were ordered.

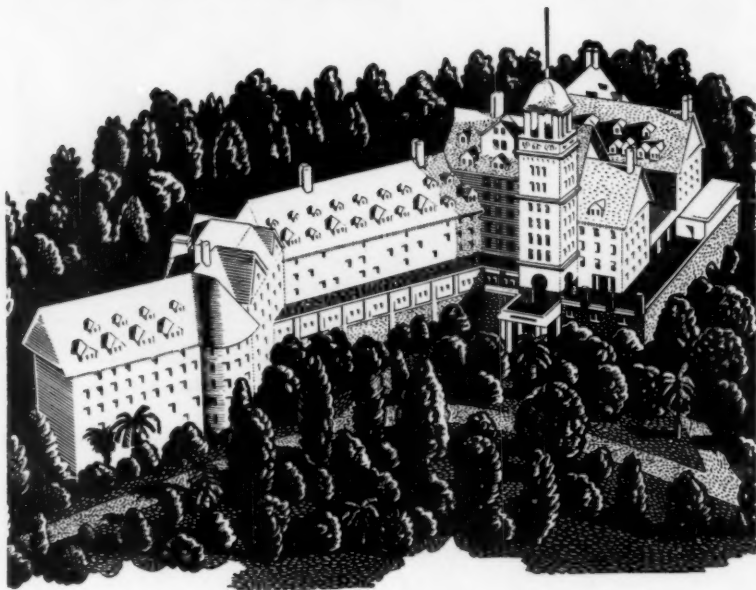
Importance of working with a reliable and cooperative travel agency was demonstrated at this point. Earl Kirby, long-time head of Kirby Travel Agency, Detroit, had been developing this initial Inner Circle trip and had invested considerable time, trouble, effort and out-of-pocket expense in arranging reservations, transportation, etc. He had just succeeded in securing a diesel locomotive to pull

the decision that, because of an overwhelming vote by salesmen themselves, the trip was being cancelled. Not only did this capable travel authority take the decision in his stride, he became indignant when asked to submit a bill for his services.

"That's one of the things we have to expect in business," he smiled. "I'm sorry we won't have this opportunity to work with you this year—now, let's talk about next year"—and as far as Earl Kirby was concerned, that ended the first chapter and started the second.

Lesson 1: Picking the right travel agency is as important as picking the

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Send for Color Folder | Dick and Gladys Waters, Hosts

spark up any prize trip and often result in a low-cost "extra" that makes the event even more memorable.

Return trip Sunday afternoon to New York had been scheduled to arrive in Manhattan in time to attend the weekly Ed Sullivan Show where seats for the 102 salesmen had been reserved. Weather conditions delayed the take-off and the winners did not reach Gotham until midnight. (Indefatigable Earl Kirby had been busy on the transatlantic telephone, attempting to secure other plane equipment and arranging for the New York-Detroit Inner Circle special train to postpone its departure from Grand Central until the passengers arrived at Idlewild Airport.)

Lesson 3: You can always predict the weather will be unpredictable, no matter where or when you schedule a trip.

Trip the fourth year was to New Orleans, Edgewater Gulf Hotel at Edgewater Park, Miss., Pensacola, Fla., and back to Detroit for the wind-up.

In Pensacola, the Navy again accepted Mercury's invitation to be a host, and a generous and friendly host it was. This time winners were divided into two 52-man groups travelling several days apart. Each contingent reached Pensacola late in the afternoon in time for a reception and dinner at the Officers' Club, bunked in BOQ (bachelor officers quarters), and then shoved off early next morning for a day's training cruise at sea on an aircraft carrier—appropriately named the USS Monterrey.

Navy's charge for refreshments and dinner at the club, BOQ accommodations and two meals aboard the Monterrey was nominal, but the public relations value to the Navy was almost immeasurable. It added much to the trip for, as the Inner Circle agreed, it was an experience they could not have purchased for any amount of money.

Since that time, Mercury has taken its salesmen guests to Boca Raton, Fla., to Havana and Mexico City, to Miami and to a Southwestern dude ranch. Cash awards were introduced one year to offer a change of pace. Since that time, too, wives have been added to the winning Inner Circle vacations—an improvement in every respect. Promotion leading up to the awards now is more effective, and trips themselves are much better and more fun.

Several years ago, a runner-up award called Regional Circle, was introduced into the annual competition

for salesmen, and trips for salesmen and wives have been offered those Mercury salesmen who don't quite qualify for Inner Circle. This month top echelon of Inner Circle and wives will journey to Los Angeles and San Francisco for a fun-packed winter vacation—pay-off for outstanding sales performance in 1957. Also this month, Regional Circle winners and their wives will partake of shorter, closer vacation trips to either New York, New Orleans, Chicago or San Francisco.

In 1954, acting on the theory that if an incentive is good for retail salesmen it could be equally effective as a one-time event for the division's field representatives, Mercury announced a "Seventh Heaven vacation trip for personnel in its field organization. Every man in the five regional and 23 district sales organizations was eligible for the prize trip. Even the administrative managers and the business management managers were scored.

Destination of the trip was not announced at first. "Seventh Heaven" (a term which had been employed humorously a few months previously in the annual new-model shows which toured the country for dealer meetings) was described as a sort of Shangri-La. Eventually, "Seventh Heaven" was revealed as Reno—a choice that turned out to be universally applauded by winners, majority of whom were from east of the Rockies. Most of them had never been to a real Western town.

Earl Kirby again handled the travel for the winners. A United Airlines DC-6 filled with Mercury field and factory personnel made the non-stop trip from Chicago and landed at the Reno Airport, in what was reported to be the first scheduled stop of a DC-6 at that field (since enlarged for regular DC-6 service).

Reno Chamber of Commerce's Convention Department, managed by Robert Sullivan, went all out to make the Seventh Heaven a smash success. When the DC-6 carrying the winners back east left the Reno airport, the contingent was unanimous in its praise of the visit to "The Biggest Little City in the World." Bob Sullivan, the brothers Wertheimer (who operated the Riverside Hotel following their move to Reno from their home state of Michigan), United Airlines, and practically everyone in Reno, Carson City and Virginia City, dropped everything and concentrated all their time and effort to make the occasion an unforgettable one.

To say that the Easterners (prior to the trip), viewed a long week-end



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in Reno with a somewhat cynical outlook would not be inaccurate. They were captivated by the town, by its friendliness, by its brightly-lighted atmosphere, by the novel experience of being able to go anywhere in the business district by walking rather than taxiing or subwaying. All these unexpected novelties shattered the skepticism that was apparent when the Easterners deplaned from the DC-6 and rode into town.

The schedule was jam-packed with activity. Hardier souls still managed to engage in extra-curricular fun and

play—and caught up with their sleep on the chartered plane trip going home.

Virginia City Trip

First day featured a trip to Virginia City—an eye-opener for anyone who has never seen this lively ghost town. A refreshment and lunch period at the Comstock House provided an interesting break at mid-day before the return trip to Reno via Carson City. Dinner that night was in the

Riverside — Dennis Day headlining the theater show.

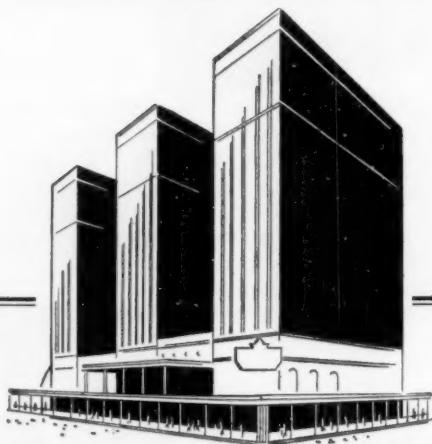
A cowboy breakfast at the local Horsemen's Club was the feature of another day. This outdoor feast was followed by a rodeo and horse show produced especially for the Mercury visitors. Another all-star dinner show was the schedule that night.

Golf, fishing, sight-seeing and just plain loafing or swimming in the Riverside's pool filled a third day. Dinner that night was a "big wheel" affair attended by the entire contingent of Mercury "big wheels" who were hosts to "big wheels" of Reno and Nevada—mayor, president of the University, newspaper publisher, bank presidents, Chamber of Commerce executives. This two-way event made new friends for Mercury, and made new friends for Reno and Nevada among the visitors who came from so many sections of the United States.

All Gourmets

Fourth day began with a bus trip up Mount Rose. The steak lunch at Christmas Tree Inn was voted the greatest meal ever eaten (and Mercury men are all gourmets). A stop was made at the ski lift and those

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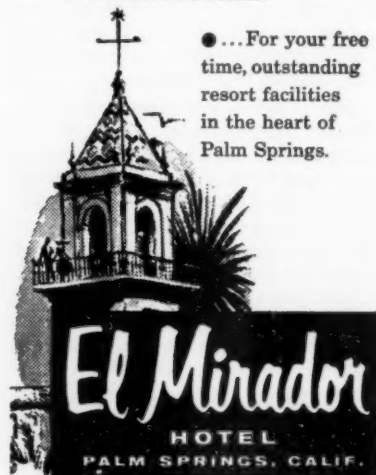
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Contact:
TED RATCLIFF
Resident Manager

who cared to do so rode the double lift clear to the top—9,000 feet above sea level. Chartered buses continued to Lake Tahoe where Governor Charles Russell (who had not been able to attend the "big wheel" dinner) met the visiting Mercury men and awarded special trophies to the individuals voted by the men themselves to be "the best golfer," "the worst golfer," "the luckiest," and other awards, some of the titles more complimentary than others. Attractions of Lake Tahoe — including a dinner show headlined by Eartha Kitt — were dutifully inspected by the group which was mostly on its own to swim, go boating or riding, golf, fish or exercise their right arms.

Intangible Results

Value of the Seventh Heaven promotion was no less important because of its intangible results. At its conclusion, every man on the tour felt refreshed and inspired, felt a new and stronger attachment to the company and the division, and benefited immensely by swapping shop-talk and experiences with each other. So strong was the vote for a renewal of the event, it was repeated again in 1957,

A PRIVATE, LITTLE ISLAND OF YOUR OWN For Your Next Meeting

More and more business executive heads are finding that "getting away from it all" by themselves in the *right* place to crack a "tough nut" or map out a company program is the soundest sort of business investment.

It would be difficult to find a "righter" place than Cat Cay out-of-season. The fact that Cat Cay is an island, its proximity to Miami (only thirty minutes by air), the absence of intra-island telephones, making almost impossible the interruptions and distractions which are the bane of so many conference sites, and the facilities for taking care of groups up to seventy-five, make Cat Cay little short of perfect for business meetings.

Work mornings, play the rest of the day, "sleep like a log" at night and return to the office rested and refreshed with your business problems licked.

Write: MANAGER, CAT KEY



P. O. BOX 1191
MIAMI, FLORIDA

*Cat Key Club,
Cat Cay, Bahamas*

and again Reno and its hard-working Bob Sullivan and his Chamber of Commerce associates went all the way to make the event memorable.

First Dealer Trip

Last year was also the first time a contest for dealers was sponsored by Mercury. "Dream Holiday" contest was outstanding. Eastern winners and wives went to San Juan, Puerto Rico (Caribe Hilton was headquarters) and Westerners hopped across

the Pacific to Honolulu. A full schedule of activities — intermingled with opportunities to loaf and relax — was planned at each site. Again, as on several prize trips, the Navy played host to the visitors from the States and reminded the visitors of the government's far-flung defense bases, in the Atlantic and Pacific.

In summary, travel is always given full consideration by Mercury in planning contests and incentives—and here are some of the problems that go along with the choice of travel as incentive:

address your inquiries to Mr. Guy Petit-Clerc

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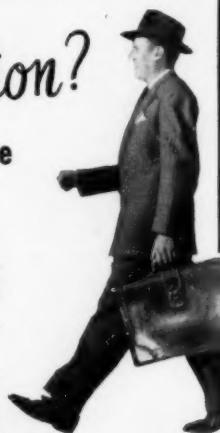
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Agreement on destination: Everyone has his favorite vacation spot and it is a human trait for individuals to express their preference when the site of a prize trip is being decided. This is enough of a problem by itself, but after the decision is made and announced, and the promotion begins, there are those among the intended recipients (or their employers) who criticize the choice, thus watering down the effectiveness of the campaign. Don't worry about this perversity of human nature. Make your decision and stick to it.

Lesson 4: If you pick Heaven for your prize trip, you can be sure that a noisy dissent will be heard demanding that winners go to the other place.

Decision on the timing: There are enough holidays throughout the year to make this phase of a campaign complex, but over and beyond that are the varying opinions of both sponsors and contenders over the exact date and length of the trip.

Examples met in Inner Circle history: Louisiana dealer who objected to his winning salesman being taken so far from home on the prize trip—this one to New Orleans! Minnesota dealer who objected to his prize producer being gone at a time of the year when business was booming—in March, when Northern snows are still clear up to *here*.

The trip must be long enough to be appealing, but not too long to interfere seriously with business. This question should be turned over to the Solomon in your organization for decision.

Cash options: There are always contestants in a sales contest who prefer cash or merchandise or bonds to travel, although after the prize trip is completed most of them admit that they wouldn't have missed it for the world.

Out on a Limb

If a cash option *is* offered at the start of the contest, you are getting yourself away out on a limb with a newly-sharpened saw: You have to prepare for the maximum number of winners, and yet you can be sure that a good percentage of the eventual winners will choose cash, regardless of how wonderful a trip is planned or how well it is promoted.

If a cash option *is not* offered, there will be demands—some of them at the last minute—for substitution of the travel ticket for money. Some of these requests are justified and un-



The 1958 Season marks the opening of the newly enlarged Starlight Room, comfortably seating convention groups up to 600.

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More than the extensive convention facilities and ideal physical layout, it's the friendly spirit and old-fashioned hospitality that attract so many groups and conventions to the Belleview-Biltmore. Cheerful, efficient service from the moment you step across the threshold. Accommodations for groups up to 600. 36 holes of championship golf on the grounds. Complete Resort Facilities.

Groups from the following companies were recently entertained at The Belleview: Esso Standard Oil, Travelers Ins. Co., Beneficial Mgmt. Co., Pure Oil Co., New York Life, Aetna Life, Northwestern Mutual Life, Ice Cream Mfgs. Assn., I.B.M., Amer. Dermatological Assn., Gen. Cable Co., Nat'l. Lumber Mfrs. Assn.



DON CHURCH, Manager

avoidable, but usually there are some that are the result of a personal desire to get cash, without consideration for the complications that result.

Allowable Expenses: When you advertise and promote an "expense-paid vacation trip" as a contest prize, interpretation of the hyphenated adjective depends upon the individual who makes the interpretation. Some winners will make an all-out effort to crowd a life-time of lavish spending into one trip. Others will be grateful for the opportunity to enjoy some fun and relaxation and won't try to take advantage of their position as a guest.

List Paid Expenses

Best way to prevent misunderstandings and questions is to define clearly, in advance, what expenses will be paid and what will be the individual's personal obligations. Giving a winner free reign with his expenses makes it impossible to forecast cost of an event, and gives the greedy (and they are present in every group!) an unfair advantage over the others.

If good and adequate facilities and a reasonably full schedule of entertainment and events are scheduled (but not to the point of regimentation), every winner should be satisfied and should feel amply rewarded, unless he is completely unreasonable and selfish. Therefore, a stipulation *in advance* that "all normal and reasonable expenses will be honored" should cover *every* contingency. These should include personal transportation from the home to the airport or railroad station and back again, meals enroute to and from the meeting site, tips, and local transportation if not provided. Additional items which might or might not be acceptable to the sponsor would include telephone charges (watch out for the winner with that phobia for calling all his friends long distance), laundry and valet, food and refreshment (a questionable item since the host should have already provided ample supplies for all guests), and such activities as golf, fishing, riding, etc. These, too, should have been provided as part of the prize package. If a winner expects reimbursement for authorized expenses, he should be willing to submit a simple expense account and receipts. This stipulation can be spelled out in advance, too, so that there need be no misunderstanding.

Face up to this problem—handle it fairly and intelligently—and you will make more friends because the trip will be more enjoyable for both host and guests.

The End

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"Right" amount of organized planning: There are two extremes in planning activities for a group trip—overly-organized schedule where winners feel they are being regimented with no opportunities to work in their own personal preferences, and under-organized agenda where people complain that "there's nothing to do." Striking a happy medium you need foresight and good judgment. Better not sponsor a prize trip if these qualities are lacking.

Simple Solution

Solution is simple: Schedule events but do not make them mandatory, other than a get-acquainted event at the opening of the trip, and a closing party to say good-bye and to laud the winners again for their successful efforts. In between, schedule enough events to keep most of the people busy most of the time, but arrange optional provisions for golf, fishing, riding, loafing, sightseeing, etc., for those who would like to do something different. You are entitled to get an expression from your guests as to the number who will participate in these various activities so you can plan for them. Send winners a schedule of activities before they leave home. Tell them you will have to know which they will take. Get their commitments when they arrive, and both host and guests will enjoy the whole party

more.

Travel, as an incentive, is here to stay. It is not the absolute answer to every promotion but it does merit consideration whenever a contest is planned.

"Partnership" Feeling

Organized trips can be fun—for both the guests and the sponsor. Both can benefit by that great intangible broadening of the "partnership" feeling when people get together under friendly and social conditions and get to know each other better.

Travel is an ideal award to promote. Pictures of lush vacation spots, of first-class travel, of vacationers enjoying themselves on a beach or golf course have glamour to brighten up any promotion piece. People who win trips should look at them—if they are properly planned—as events they normally could not or would not buy.

When the prize trip is over, winners do not have any tangible evidence of their achievement (such as a fistful of cash, or a new refrigerator, or a mink stole, or some other merchandise prize) but they should have some exciting memories that grow in pleasant retrospect over the years. In the long run, trip memories actually out-live and out-last the fistful of cash, or the refrigerator, or the mink stole.

The End



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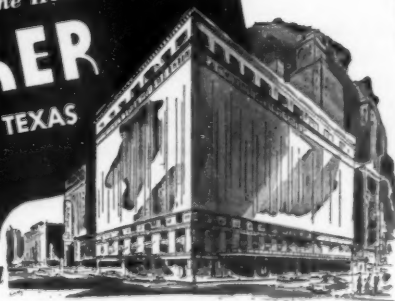
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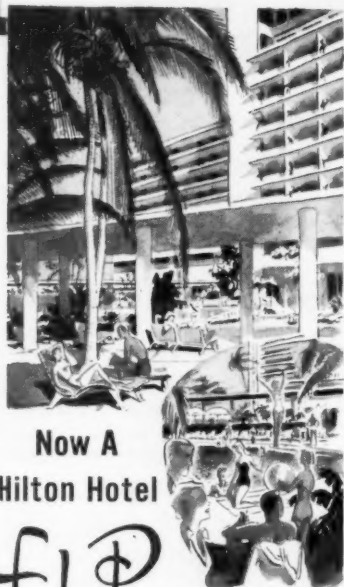
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Each room individually will accommodate 45 for dining and 50 for meetings
Room 4—dining, 30—meeting, 40
Room 5—dining, 50—meeting, 50
Crystal Ballroom and Lounge—dining, 1,300—meeting, 1,500
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TIMETABLE

When to Do What

Ideally, a full year could be used profitably to plan, promote and stage a travel program. In practice, however, few—if any—sponsors can allocate this much time to the plan. In fact, planning and promotion of many successful programs have been compressed into a month—or even two weeks. However, in considering a travel program, here is the "ideal" planning timetable:

D (Departure) Day: Happy winners leave on trip.

D-Day minus 10 days: Packets are sent to winners containing tickets, baggage tags, special wallets and insurance policies for duration of trip.

D-Day minus 1 month: Final instructions are sent to winners, including suggestions on what to wear.

D-Day minus 2 months: Winners are picked. Final phase of the program begins. Tour directors are assigned.

D-Day minus 3 months: Promotional campaign ends.

D-Day minus 4 months: Promotional effort is intensified for the "last lap".

D-Day minus 5 months: Entertainment is booked. Cocktail parties and other special events are arranged.

D-Day minus 6 months: Publicity angles are developed. Scripts are written (if trip will be in conjunction with convention or conference).

D-Day minus 7 months: Additional promotional effort is injected into the campaign, as indicated.

D-Day minus 8 months: Transportation and hotel reservations are confirmed. Reporting formula is set up to receive periodic progress reports on contest.

D-Day minus 9 months: First formal announcements are made at kickoff meeting. Direct mail campaign begins.

D-Day minus 10 months: Final program is approved. Kickoff date is set.

D-Day minus 11 months: Incentive travel agency presents tentative program outline.

D-Day minus 1 year: Preliminary conference is held with travel agency.



Problems Involved With Travel Plans

BY JOSEPH A. TIGANI
President, World Travel Plan Corp.

World conditions today call for Americans to better understand those outside our borders. At the same time Americans like to travel and enjoy group participations. Travel promotions satisfy these desires and stand out as the most exciting type of contest today.

Promotion by group travel has now reached a high plane nearing perfection. It is now, more than ever, possible to run a really good travel promotion.

Current widespread use of travel to promote sale of merchandise warrants a careful review of some of the problems involved and some of the reasons why this "vehicle" has lost some of its impetus. It is particularly important at this time when normal flow of inventories is somewhat less than prior years.

What problems face the company sponsoring the promotion and the travel agency that handles arrangements? And about the expectations of contestants who will participate in the promotion?

Unanticipated Costs

Some travel promotions that have been sponsored by manufacturers and distributors in the past few years have not been altogether successful. A common answer to the question "How was your travel promotion?" given by companies that have used them, has been: "They were generally successful but, gee, it cost us quite a bit more than we anticipated." When asked for further details, the comments may be: "The travel

agent's price was in a contract, but the so called 'incidentals', which we had not planned on, ran high." Obviously, either of these comments is an indication that there was not complete satisfaction with the promotion.

There must be an accurate correlation between the cost of the promotion and the amount of merchandise sold as a result of it. It is of primary importance for the company to determine how much merchandise it wishes to sell, over what period of time these sales will extend, and how much money it is willing to spend to promote these sales. Answers to these three problems may appear obvious to the company about to undertake this type of promotion, but true answers are difficult to obtain.

Unsuccessful Promotions

Many companies have failed to have a successful travel promotion in one of three ways: (1) by having to spend too much money, (2) by not moving sufficient merchandise, or (3) by having dissatisfied winner-travelers upon their return.

A sales manager or sales promotion manager often believes his organization can handle its own contests and knows how to prepare budgets. This is, of course, true to a certain extent. However, an incentive travel program is not "just another contest," regardless of how simple it looks on the surface. A travel promotion which offers prizes such as a European trip, one to Hawaii or some other distant place, requires handling of many details for which the com-



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ABOUT THE AUTHOR

Joseph A. Tigani, has spent 23 years in planning all phases of incentive travel programs and heads an organization that operates group tours from its more than 20 offices around the world.

pany planning the promotion does not ordinarily staff personnel. It must either hire the necessary personnel or let some other activity remain undone for the duration of the promotion. Of course, if additional people are hired for the job, they must be terminated after the promotion is completed. Does it not therefore seem logical to have an outside expert handle the contest details as well as the travel details?

Occasionally a company will pick a travel agency simply because it submits the lowest bid. In such a case,

the company obtains only what it pays for and in picking the supplier of group travel arrangements. It is not always economical to buy by price alone. Many travel agencies are far removed from the tour operators who actually make arrangements and handle operations of a group trip.

Not Enough Planning

Travel promotions that appear to have been quite successful upon first examination can become a headache

after their conclusion. Often not enough planning went into the original program. Perhaps what was accomplished was merely a transfer from one distribution inventory to another; for example, from a manufacturer to a distributor or a dealer. This results in no sales after the promotion until the distribution outlet to which the inventory was transferred has a chance to move it, usually without benefit of a promotion. Taking this into consideration, your successful promotion must try to move the inventory to the final user.

I advocate, along with the main trip, additional smaller incentive trips with perhaps a consumer contest tied in. It should be clearly understood that these additional trips must be tied in to the contest system of units or points so as to prevent unusually high promotion costs per unit of merchandise sold. By including a method of moving more than one type of distribution inventory, it is possible to apportion the costs so that each part of the distribution system participates in costs as well as in benefits.

Not the Same

Traits and talents that make successful sales managers are not necessarily the best for handling details of successful incentive travel programs. Type of person best suited for the details of the job is one difficult to obtain—a "sales minded" accountant. Who can best prepare budgets, develop a good point system or unit contest system, determine the most expedient method of reporting progress and prepare a summary report or results? During the travel promotion, however, the accountant must never allow the purpose or objective of the program to be neglected or become subservient to the trip.

It may be extremely difficult for the accountant to relate to the program objective: champagne parties, lavish dinners, and unusual promotional features which lend much to the success of the contest. The accountant is trained to watch pennies and to account meticulously for all types of expense. However, he must be sales minded to the extent of understanding that unusual expenditures for an outstanding travel promotion must be made to make it better and different from other travel programs. He must understand that the winner has, generally speaking, worked hard to win the trip and that appreciation and loyalty to the sponsor may be spoiled by holding back approval of a relatively minor expense.

The End

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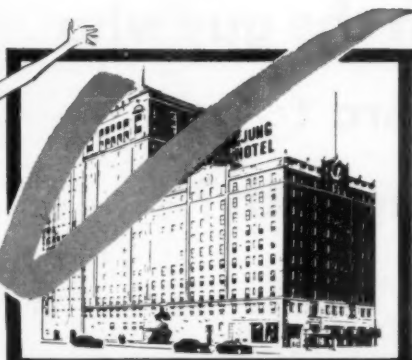
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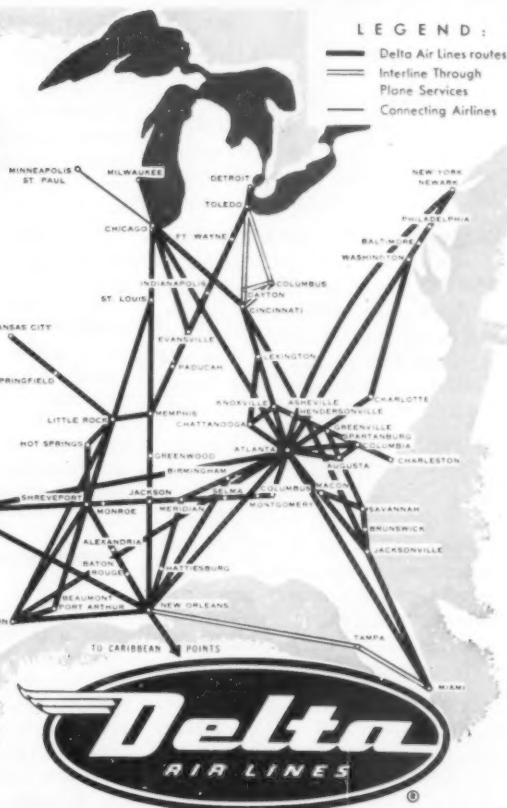
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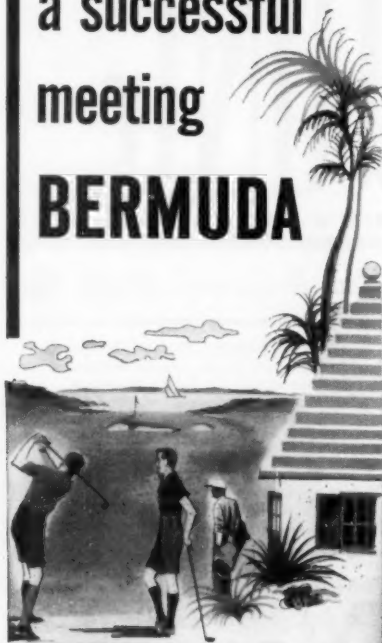
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THERE'S AT LEAST ONE IN EVERY GROUP

What do you do
with the guy who
is hard to get
along with?



In addition to functioning as guides, trouble-shooters, arrangers and assistant hosts, trip directors have a prime responsibility to keep everyone happy. In the majority of cases this isn't too difficult but, since people are human, there is bound to be at least one chronic complainer—food's no good, bed's too hard, bed's too soft, room is cold, room is hot.

Fortunately, a properly planned incentive travel program can eliminate most of the sources of complaints before they can happen. By thoroughly pinpointing an itinerary, for example, you are able to show travel winners exactly what to expect weeks before they leave to enjoy the fruits of their labors. If there are any questions, these can be ironed out long before travelers depart. For that reason, few malcontents are encountered.

Complaining a Hobby

Of course, some people seem to make a hobby of complaining. These individuals are offensive to their fellow travelers, but they must be handled diplomatically. Often, the group exercises its own "police power" and other members of the party bring the offenders into line. In other instances, the delicate task falls upon the trip director, who usually is an old hand

at dealing with born fault-finders.

Abiding by the adage that "the customer is always right," trip directors lean over backward to try to satisfy fault-finders, even though their complaints may be grossly exaggerated. For example, a recent incentive trip included a motor sightseeing tour around Mexico City and its environs. It was a festive day, and the participants visited many interesting sights.

Drivers were instructed where to go and when to meet the rest of the "cavalcade" for luncheon. During the tour, the home of Diego Rivera was pointed out. However, one driver lost his way and missed Rivera's home.

Separate Trip

When the group assembled for lunch, one of the passengers in the wayward driver's car learned about missing Rivera's home. He made such a fuss about it, a separate cab was hired to take him *past* the house—while the rest of the group waited for him to return so they could all have lunch together. Needless to say, this man's popularity rating with his fellow travelers dropped to zero.

"Viewing the legitimate complaints in our incentive trips over a period of time, we find they are very few in number and, in most cases, not too serious in character," says an official of a nationwide travel incentive organization. "All have been satisfactorily adjusted, promptly, and without too great an expenditure of time, effort or money."

Officials Satisfied

"Officials of the companies offering the incentive trips are satisfied when they hear on all sides what a wonderful, exciting time the majority of the prize winners had. These praises

far outweigh the protestations of the chronic complainer, who by that time is finding fault with something else."

Disclose Character

Fortunately, by their very nature, fault-finders disclose their character early in a program. They are heard from in the early stages of the trip, during the trip—and later. Trip conductors, as might be expected, are trained to treat malcontents with tact and to remain calm, even though the request or complaint is seemingly unreasonable.

In one case, a representative of this peculiar breed refused to be placated and on his return to the office told his boss: "I'll never work my head off again to win a trip like that." He spread the word around to his fellow workers until management was ready to junk plans for a subsequent incentive travel plan.

'Hero' Questioned

Just about that time someone in the office had the good judgment to question our hero about the trip, in order to find out the exact nature of the complaint. Pinned down, it developed that, first of all, the hotel stopped serving luncheon at 2 PM when our "perfectionist" and his wife wanted to eat at 3 o'clock. Secondly, because he had not arrived on time, there was no reception committee at the hotel entrance to welcome him as salesman of the year and to present his wife with a string of orchids. And then there were one or two minor things.

It's a marvel of the medical world, though, how quickly the wounds healed — when the incentive agency wired an orchid corsage to the wife and made arrangements for him to enjoy a special dinner, in lieu of the luncheon he missed. After hearing the true nature of the complaint, and the other side of the story from other prize winners, management's incentive travel was restored.

Back in the Race

All lived happily ever after, and Malcontent the Mourner was back in the race the next year, with a brand new set of complaints all ready in case he won.

There have always been chronic complainers — and probably always will be. But even though they're harmless, to ignore them you run the risk of impairing the holiday for the majority who set out to enjoy themselves—and do.

The End

MARCH 7, 1958

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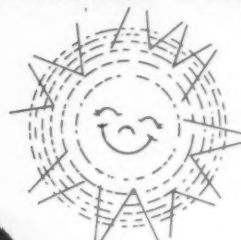
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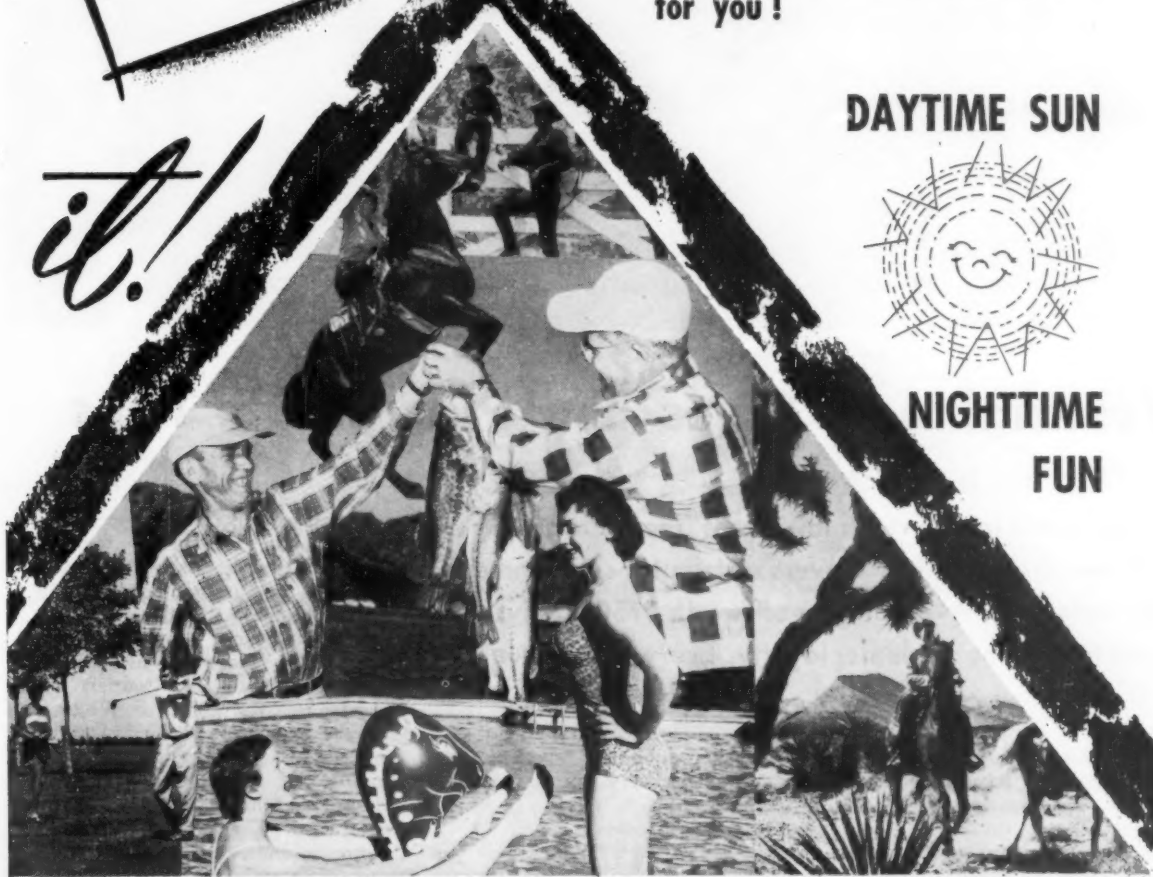
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1. It should be designed so that any of 2,000 distributor salesmen should be able to win a travel reward, depending on his willingness to put forth extra sales effort.

2. It must be something completely new and different.

3. Cost of the operation must be part of increased sales.

4. It must not be a group travel occasion, because it would be imprac-

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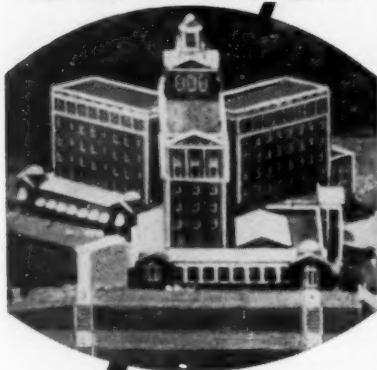
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SALESMEN keep record of points earned with this "bank book."

tical to pull a large number of distributor salesmen out of the field at the same time, and the company policy was to avoid group travel.

5. Program should be designed to help introduce a new line of products.

6. Program should be designed to operate from existing sales records.

7. Program should be simple for Westinghouse to administer.

8. Cost of the program should be arranged on a "pay-as-you-go" basis—that is, there should be no significant lag between the sale and the time Westinghouse pays for the results.

9. Prize winners should be able to take the trip of their choice at their own convenience.

The specifications posed a number of seemingly insuperable obstacles. For example, it was evident that the program must offer a number of resort locations inside the continental limits of the United States, in order to be within the reach of all participants. But, traditionally, domestic travel is expensive to administer properly.

Since the program would be based on sales of traffic appliances — items with a relatively low unit sale price, the program could not be set up on a quota basis. Yet the program structure had to be designed to insure Westinghouse of full value for every dollar invested in the incentive program.

Most important, even though each trip would be taken individually, Westinghouse insisted that each win-

ner have complete red carpet, VIP, luxury treatment.

Some Advantages

Fortunately, in building a program to meet the specifications, The E. F. MacDonald Company's travel division was able to turn some of the disadvantages into desirable features. Perhaps the most important example of these was the selection of resort locations. It's obvious, of course, that the cost of vacations differs from resort to resort. This made it possible to design a travel holiday prize book with a built-in incentive for stepping-up sales.

In other words, when a distributor salesman qualified for the least expensive trip, he was a sure winner. But, by stepping up his sales of Westinghouse appliances, he could step-up his choice of resort locations. Instead of taking an extended weekend holiday in New York City, he could select Las Vegas, or Miami Beach, or Bermuda, or Mexico, or Hawaii, or Paris.

Sky the Limit

In short, the sky was the limit as far as the salesman was concerned. And Westinghouse knew that the cost of every trip was paid for out of the profit from increased sales. This concept of step-up selling and step-up travel rewards was incorporated in a special illustrated brochure which featured a variety of vacation

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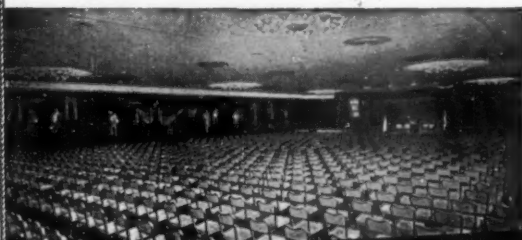
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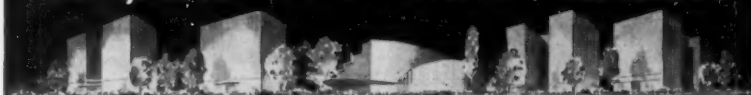
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locations in colorful illustrations and copy.

Other factors which contributed to the success of the plan were a special method of administering the program using the First National Prize Fund check plan which operates as a bank check account. (When sales are made, points are "deposited.") In addition, special attention was given to the production of colorful promotion materials.

Announcement Piece

For example, the announcement piece for the program was a huge, 3' x 4', full-color brochure showing illustrations of the various destinations in the form of a target. The bulls-eye featured Hawaii, London, Paris and Rome. Next circle featured places like Mexico City, Bermuda, Havana, Nassau and Montreal. And the outside ring (the easiest trips to win) featured such places as Sun Valley, New York City, Miami and Las Vegas. A prize point chart, arranged like a mileage chart on a road map, showed exactly how many points would be required to go to any one of 35 resort locations from each of the 50 Westinghouse districts.

Dramatic Element

One of the most dramatic elements of the chart was that a distributor salesman could use his points any way he wished. For example, a salesman with no family might choose an exotic foreign resort, or a salesman with children could use the same number of points for a family vacation at a place that caters to children.

If he chose to do so, the salesman could use his points to pay for his family's entire vacation. Thus, for the first time, it was possible to build into a travel program the same kind of family appeal which has done so much to assure the success of merchandise prize incentive programs.

The Westinghouse program, originally designed for a four-month period, proved so successful that it was extended for an additional five months. And, it is interesting to note that more than two dozen distributor salesmen earned the top prize, the grand tour of Europe (more than 400 won trips during the program).

Experience indicates that an individual travel program of this kind must offer participants merchandise prizes as an alternative. Inevitably, many participants are unable or unwilling to take advantage of travel

rewards, and insist on converting their travel points into merchandise prizes.

The Westinghouse experience also proves conclusively that individual, "go-where-you-want-to-go, do-what-you-want-to-do" vacations are completely practical, provided that the travel incentive supplier is willing and able to assume the entire burden of administering the incentive program.

Completely Practical

But most important, the Westinghouse experience proves that it is possible to sustain interest in a travel program for a year, 15 months, or even longer. Choice of a variety of destinations acts as a built-in enthusiasm stimulator. Participants can hang a map on the kitchen wall and, with each monthly incentive point check, can extend their radius of choice.

This same technique may prove an effective answer to the perennial problem of maintaining dealer loyalty, since the manufacturer can offer his dealers a wider choice of destinations than ever before.

The dealer, in turn, no longer need shop around for the most interesting location each year, because his choice of vacations from one supplier is virtually unlimited.

Trips for Salesmen

The Westinghouse experience also demonstrates the feasibility of offering a travel incentive program to distributor salesmen—and even dealer salesmen—a group of men to whom the offer of travel rewards would be a new and exciting experience. (The relatively small pay-off could be offset by extending the program indefinitely, with merchandise prizes as an alternative.)

Most important, the Westinghouse experiment dramatizes the fact, that, properly engineered, a travel incentive program can assure results with virtually no risk. In addition, a pay-as-you-go individual travel plan means that all costs of a program can be written off in the fiscal year in which the program is run. This means that there are no "lose ends" for corporate accounting departments to worry about.

In fact, if planned far enough in advance, the entire cost of a travel incentive program could be built into the price of the merchandise. And the sponsor could make the plan sufficiently flexible so that he could adjust the offer to meet changing competitive situations.

The End

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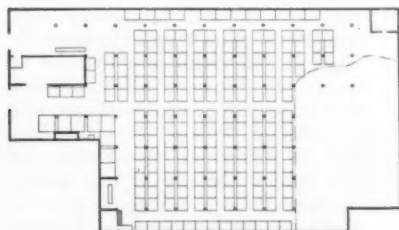
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is in personal handling of dealers and distributors by company people.

York's position is that a company man who is intimately involved in trip details can be of more service to trip winners than an "outsider" or company man who is not close to planning and operation problems.

York sells five lines of products: commercial refrigeration, room air conditioning, commercial air conditioning, ice-making equipment and residential heating and cooling equipment. For its most recent trip to Varadero, Cuba, it included dealers, wholesalers and jobbers from all its lines for the first time.

Sold On Incentives

Robert E. Cassatt, general sales manager, packaged products, is sold on incentive trips. "A company should stay on trip promotions once it starts," he says. He has statistics to back up his belief.

In 1956 York took 1,228 dealers and distributors to Nassau. Sales for '56 were 23% over '55. Last year 1,685 went to Veradera Beach after a 21% increase of '57 sales over '56.

Important aspect of trip promotion, says Cassatt, is development of dealer loyalty as well as acceleration. Continuation of trip programs keeps dealers selling York, rather than switching.

One rule York adheres to is that nobody goes on a trip unless quota is reached. Children go only if dad (a dealer) bought enough units to qualify for a full trip for each child in addition to trips for his wife and himself. Dealers or distributors cannot sell earned trips to outsiders. In special instances, York will buy back a trip rather than have it go to an outsider. Less than 5% are bought back because the trip winners cannot go, according to Cassatt.

Half of Total Sales

York finds that approximately half of its total sales become part of trip quotas. The other half goes to dealers and jobbers who do not qualify for trips or cannot use the trips earned. For instance, a large dealer may, according to promotion rules, earn 10 or more trips. However, he might be able to use only four for his family. In this case, instead of trips, he may receive promotional materials in exchange. This prevents his selling trips he cannot use to outsiders and diluting homogeneity of trip groups.

York salesmen can go on trips by qualifying dealers for trips. Number

of dealers a salesman must qualify is unknown to him. This prevents a salesman from slowing down after reaching a set figure. After the promotion period, salesmen are advised of the quota that had been set for them. Those who reached it take their wives, too.

All Pleasure

While York trips are all pleasure for dealers, jobbers and distributors, they are work sessions for York people. While no business sessions nor order taking is involved, York personnel must handle all on-the-spot details. (It's a do-it-yourself project from start to finish.)

York people man all the hospitality and "sign up" desks for various activities and make all arrangements with hotels, carriers, and suppliers.

Three key people at York who plan and stage trips are Cassatt, Todd L. Owens, manager, advertising and sales promotion, and William C. Moore, advertising and sales promotion.

Quotas change during a York incentive campaign. District managers have the authority to set special quotas on various products if local conditions warrant. Generally, quotas are lowest when the new line is introduced at distributor "open house" meetings in November. Trip campaign runs from November to August. Trip is taken during period of late September to early November.

Motion Pictures

At kickoff meetings, York shows motion pictures of last year's trip (taken by Bill Moore) and color slides of the new area. Promotional literature is distributed at the kickoff meeting and mailed during the year. Some 20 pieces go to participants — mailed by distributors and from the new site.

Both York and its distributors pay for trips on a 50-50 basis. Some of the funds come from co-op advertising budgets and some out-of-pocket.

Because of large numbers involved in trip promotions, York sets up shifts. "Maximum of 320 people go at one time," says Cassatt. For every 28 people, there is a York fieldman and his wife to go along as host and hostess.

Top executives arrange their schedules so that they arrive at the incentive site a few days after a group arrives. Thus, by staying a full week they meet dealers, jobbers and distributors from two different groups.

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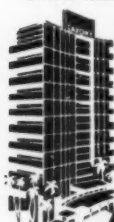
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To arrange all details, from selection of site down to the hiring of boats and horses, York executives spend six hectic weeks. First a site has to be selected. Next air transportation has to be arranged. York used four charter planes a week for six weeks for its last incentive program to Cuba.

Cassatt goes to the site in person to check all facilities and make all arrangements. He hires fishing boats himself (makes it a point to check safety gear personally). He sees and tries everything his trip winners might be exposed to. He hires entertainment and makes all arrangements for transfers from airport to hotel and back again.

All this takes time, but Cassatt says that it is worth the time to make sure his people get what he wants them to have.

While York has cocktail parties during its trip, it maintains no open bars. Special activities generally are arranged for children who accompany parents.

Dealers are flown by areas. Thus at any one time at the incentive site, dealers present are from comparatively nearby. Because the same dealers (dealers from the same cities) go at the same time each year, they plan together, says Cassatt. "Often they meet one year and plan during the entire next year on what they will do on the following trip," he explains.

President Henry Haase entertains trip winners at a breakfast one morning while Mrs. Haase entertains wives.

Cassatt lists three things as a must for his do-it-yourself incentive programs: personal attention, participation by all executives, and at least one man with technical know-how at the scene at all times.

The End



Tug is "Shangri-la"

Top entry for unusual incentive awards was a trip around Manhattan via tugboat staged by Mosler Safe Co. for its salesmen.

Salesmen—all members of Mosler's Century Club—were rewarded for exceeding their sales quota with an all-expense-paid stay in New York City, topped off with award banquet.

Site of the annual banquet—"Shangri-la"—is a closely guarded secret. Each year new "Shangri-la" is chosen.

Men left company's headquarters aboard a sight-seeing bus at 4 P.M. To add mystery to the trip, signs on the bus announced no refreshments would be served on the bus until 6 P.M. A half hour later men boarded the *Dalzellera*, a 102-foot tugboat. Gaily bedecked with flags, canopy-covered fantail and colored lights, tug plied its way around Manhattan and up the Hudson River while salesmen were feted at a catered dinner.

Sales award ceremonies were conducted after dinner with the George Washington Bridge as a backdrop. Says George Cronin, general sales manager, "There's no question that it was our best awards meeting. What concerns us now is—what can we do next year to match it."



How to Work with An Incentive Agency

Make sure your letter of agreement spells out all details of your trip and exactly what is to be supplied. Keep agency up-to-date on program and changes.

Once you agree on a program proposed by an incentive travel agency, you are wise to request a letter of agreement which spells out exactly what you can expect from your incentive travel supplier.

This letter should cover the approximate number of persons who will participate, dates of the trip (as spelled out in an accompanying itinerary), cost per person—and exactly what this cost covers (form of transportation, accommodations and any special items such as cocktail parties, flowers for the ladies, etc.).

In short, the letter of agreement, which incentive travel organizations usually tender as a matter of course, spells out what the incentive travel supplier offers and the nature of the commitment to you.

Agreement Necessary

Such an agreement is necessary because a travel incentive program differs markedly from a merchandise incentive plan. In travel, confirmed reservations made early in the program, are essential to successful conduct of the occasion itself.

Incentive travel organization must, for example, reserve blocks of space in hotels and on air, rail and sea carriers. These reservations must be made well in advance of departure date, since some locations require reservations as much as a year in advance.

Since space reserved can not be re-sold easily in event of a last-minute cancellation, transportation and accommodation suppliers generally insist on a firm commitment from a travel incentive organization. A letter of agreement, then, is designed to save time, effort, money and prevent confusion. It makes each succeeding stage of control almost automatic, and relieves you of much of the administrative burden.

Incentive travel organizations exercise control at each stage of a travel program.

Essentially, controls cover these areas:

1. Basic outline of operation, plans and procedures.
2. Creation, production and printing of announcement and promotion materials.
3. Transportation and accommodations.
4. Entertainment and activities incident to the trip.
5. Personal attention to prize winners.
6. Final report.

Important Control

Perhaps the most important control lies in the design of the travel program itself. Incentive travel organizations expect to offer advice and counsel on the most effective methods of attaining the sales objectives desired. Only if a plan is properly designed, easy to understand, promoted intensively and evaluated at each stage of operation can it do the job expected.

Once the basic plan is agreed on, materials which will be used in promoting the program require immediate attention.

Depending on circumstances, you may wish to announce your program at national or regional sales meetings, or through broadsides, or through special presentations made by your salesmen or distributors.

While incentive travel organizations are equipped to develop this promotional material (and, usually expect to offer pre-printed material or rough layouts for custom material as part of their service), it is desirable to request quotations on art, copy, production and printing.

It is axiomatic in the production of printed materials that there are three factors: quality, economy and

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speed. A purchaser can have any two of these, but not all three. Hence, it is wise to allow sufficient time to prepare the materials properly.

Effective Promotion

Since the success of an incentive travel program depends in large part on effective promotion, travel incentive organizations in many cases are prepared to lend assistance in the preparation of printed materials, sound-slide films, presentation guides, and even in the writing and staging of kickoff meetings.

In addition, they will provide picture postcards, various types of self mailers, souvenirs to wives, travel tips from transportation lines, baggage tags, passport wallets, activities schedules, and many other promotional devices that are used to spur the participants on to attain your objectives and win the travel prize.

Define Responsibilities

In most cases, travel program sponsors supplement colorful, basic, campaign mailing pieces with weekly or bi-weekly bulletins from their own home office. To make certain that these supplementary mailings will reflect the spirit of the program, a special letterhead usually is desirable. Here, as in all other promotion activities, it is desirable that responsibilities of sponsor and incentive travel supplier be clearly defined.

Once the letter of agreement and promotion plans are completed, the incentive travel organization begins to issue travel order forms to its travel suppliers. These forms are similar to purchase order forms and constitute the written agreement between the incentive travel organization and participating air, rail and sea carriers.

The travel order forms specify that a given trip will be taken at a definite time from specific points of origin, and that a definite number of people will be carried to and from one or more destinations for a stated sum.

Similar forms also are sent to all other involved suppliers — hotels, charter bus lines, fishing boat operators, entertainment agencies, and any other suppliers or producers of activities which have been included in the travel occasion.

During the promotional phase of the travel program, the incentive travel organization receives acknowledgment of its purchase order forms from its suppliers. Suppliers send a

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detailed check list with the acknowledgments, stating exactly what they will provide, for how many people, when, and for how much.

If these acknowledgments are slow in being returned, the incentive travel organization must make frequent follow-ups to obtain the necessary confirmations. In places where the pace of living is less rigorous than that to which we are accustomed (for example, where "manana" is the watchword) it is frequently necessary to spend considerable time and effort to obtain necessary information and reservations.

When winners reach their destinations, information provided by these various suppliers earlier is returned to them on a supplier authorization form, providing final confirmation of the agreement between the incentive travel organization's trip conductor and the supplier that the reservations requested are available as stated. These backstage activities are essential if the travel occasion is to be a complete success.

Periodic Mailings

As sponsor you also receive periodic mailings from the incentive travel organization which are designed to insure the best control possible throughout the program. Two or three times during the actual program, the incentive travel organization may send a form asking in effect, "How are things going?"

This gives you the opportunity to ask for additional promotion to a particular group of participants, of adding a new touch, of decreasing or increasing the frequency of mailings and, in general, to request any new action which would enhance the success of the program.

One of the important controls the incentive travel organization exercises is designed to reflect changes in the original plan. A "Change Report Form" is sent to you during the program, requesting complete information regarding any changes which have occurred since adoption of the original plan.

Notify of Changes

Should you decide to change destination, number of possible winners, or budget, it is essential that your incentive travel organization be informed immediately. The incentive travel organization takes every precaution to be fully informed on all aspects of the travel program, so that

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if and when changes occur, appropriate action can be taken immediately.

Trip Facts to Winners

When the promotion campaign has been completed, the incentive travel organization sends detailed trip information to the winners. A complete schedule of events is mailed to each winner, informing him when he must be at the point of embarkation, what he must have with him and when he can expect to return to his point of origin.

Clothing information, baggage regulations, vaccinations and shots, information about passports, visas and customs—all necessary travel details have been arranged, checked and re-checked by the incentive travel organization. Winners are advised of the action taken and what, if anything, they must do to complete the details.

Incentive travel organization does everything in its power to handle each minute detail for the winners, from

checking baggage, to tipping porters, to making winners comfortable while traveling.

The winner is king. He is invited to enjoy the travel occasion to its fullest extent, knowing that all arrangements are in capable hands. The travel incentive agency sends an expert trip conductor with the winners (when numbers warrant it) who, among his other duties, maintains a detailed trip report form for all activities. This form, the final control in the travel occasion, provides a detailed report of the trip as it happened, and a copy is sent to you at the completion of the trip.

Controls Simplified

These controls which have been simplified through experience, are your insurance that your travel program will be a success—your assurance that the participants will attain the goals desired, and that the winners will return from their experience with a new regard for the company that made it possible. **The End**



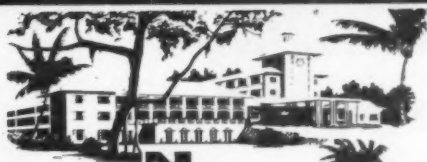
"Wilson, try to work in a seminar between 'My Fair Lady' and the 'Arthur Godfrey Show'."

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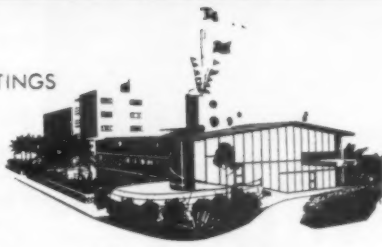
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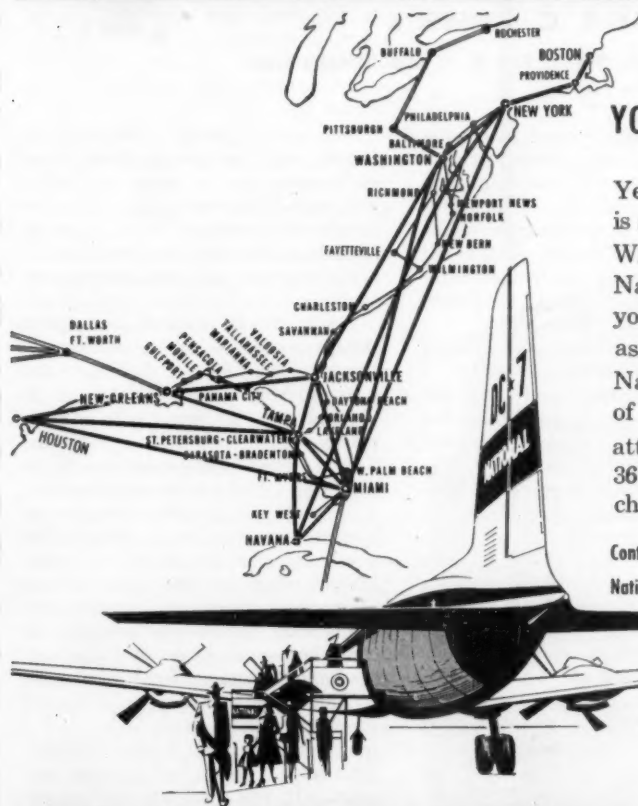


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FOOTBALL THEME was used at a Chrysler Airtemp kickoff meeting in Biloxi. "Coaches" Davidson and Anderson of Airtemp thank incentive expert Chandler. Meeting is important to campaign.

Kickoff Meeting Ignites the Spark

BY R. C. AUSBECK

Vice-President, Sales, The E. F. MacDonald Co.



When you have elected to harness the power of travel as your incentive offer, naturally the planning that precedes the actual offer is important—as important to the program as the foundation is to a house. But, of all of the elements that go toward making a successful travel campaign, which are the most important?

Experts single out the *kickoff meeting* and *follow-up mailings*.

You can engineer and plan the most exciting travel occasion, but unless it is sold to the program participants with enthusiasm—and every effort bent toward keeping enthusiasm at a high pitch throughout the campaign—that program will never reach full potential. One element most likely to insure the failure of a program is lack of initial keen excitement, usually best generated by a kickoff meeting, and absence of exciting follow-up mailings.

What are the elements that contribute toward a successful kickoff meeting for a travel incentive campaign? First two most important factors are "who" and "where." "Who" is to attend, and "where" will the meeting or meetings be held.

Experience proves that one big kickoff meeting can generate more excitement than a series of smaller regional-like meetings, conducted across the country. If it is at all possible, gather your program participants together at one site, at one time.

Naturally, all program participants should attend—those who have a chance of winning. If these are salesmen working under regional or divisional sales managers who are not participating, it is still a wise idea to bring these sales supervisors to the meeting. (And while on this subject, it is wiser still to give them an opportunity to win, too.) Home office sales staff, of course, is included. Another vital group should be made up of company officials and departmental heads who will be involved in the campaign—such as chief engineer, production manager, head accountant.

There are many types of kickoff meetings. Best, often, is to pick a resort site for your kickoff meeting. This adds "plus" fuel to your program. It lets program participants taste some of the fun of their trip by enjoying the facilities of the resort

between business sessions. If a resort area is not feasible, then a well-lit, air-conditioned hotel meeting room oft becomes the second choice. Care should be taken that seats are comfortable, that there is adequate room for all who will attend, that it has a stage, draw curtain, lighting and sound controls. All of these are essential for a successful meeting.

With the people selected to attend, the staff designated to produce the sales meeting and the site arranged for, next most important element is the *agenda* of the meeting. Obviously, various members of the home office staff have ideas as to what should be included on the agenda. And so a collection point is established.

All those interested in the kickoff meeting, including those who will be participating in it, are invited to suggest subjects to be included in the final agenda. These are forwarded to either the sales manager or a member of his staff. Here, the recommendations are carefully sorted, fitted together, and one suggested agenda is then recommended to the sales manager.

If he finds the agenda a favorable one, covering those areas he believes need to be covered, he then calls a meeting of his staff, discusses the agenda that has now been put together, listens to last-minute arguments for changes, the agenda is agreed upon and assignments are then made as to those who will handle each subject.

These staff members who will help carry the action of the program are then invited to briefly outline how they plan to handle their subjects. These brief outlines are once again funneled back to the sales manager or his assistant, so that the scope of that particular phase of the meeting can be evaluated. Individual conferences are carried on between the sales manager and those assigned subject responsibilities, until the scope is agreed upon.

Those participating in the meeting program are then invited to reduce their parts of the meeting in writing. It is strongly recommended that all talks be written verbatim, prior to the meeting, whether they are read or not. It insures the thorough exploration of the speaker of his subject, prior to the firing-line presentation at the meeting.

Another element comes into kickoff meeting plans at this point, and that is the appointment of dramatic specialists to take the agreed upon agenda and dramatize it for the salesmen. More and more meetings are turning professional. Fewer sales

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managers are "talking their way through meetings" without any effort to employ the theatrical impact that can be brought to bear on their meetings.

The agenda at this point in the building of successful kickoff meetings is often turned over to specialists, who examine it, talk with staff members concerned, discuss budget limitations and come back with a preliminary outline of how the agenda can be dramatized best at the meeting.

All of the impact factors of visual aids are brought to bear at this point. Sound-slide films are evaluated and motion picture clippings are considered as part of the program. New products that might be introduced during the kickoff meeting are examined in the light of "How can these products best be sold to these salesmen?" A theme is recommended and the whole program outlined, including skits, music and projection.

Once the theme and rough outline of the meeting have been approved by the sales manager and his staff, a complete script is then put together, including all of the speeches prepared by staff members, the continuity element brought in by the meeting specialists, skits, blackouts, stage settings, list of actors and dancers, if employed, description of the music, and sketches of scenery and stage settings—all brought together in one complete package.

Sales manager and his staff now sit down for a read-through of this packaged program. They analyze carefully each element of the program. Changes are made and areas are selected to be rewritten or to be dramatized in another fashion. The meeting script is now rewritten, and comes back to the sales manager and his staff for final approval, and is presented this time with all lighting and sound effects and scripts of sound-slide films or motion picture clips that are to be used during the meeting.

With this final script approved, the meeting is now in production. Sponsoring company appoints a coordinator between the meeting specialists and the sales staff. Adequate time has been allowed for the production of this meeting and the producer of the kickoff meeting works closely with this company coordinator. Individual "presenters" are practicing now on their parts of the program. They stand in front of full-length mirrors in their homes and go through their script.

The meeting specialists probably have a speech coach, who works indi-

vidually with company executives to develop the best rendition of their part of the meeting. In the meanwhile, slides are being produced, banners are being painted and invitations have been sent out to those who will attend the meeting.

Time now is drawing near for the actual production of this meeting, so necessary for the success of an incentive travel program. Meeting specialists go to the company headquarters, and at a pre-determined time, rehearse the entire company staff participating in the meeting as a group. Next rehearsal takes place at the meeting site, where dress rehearsal is performed with lights, projection and scenery, and all decorations. This is usually one or two days preceding the actual meeting.

Now that familiarity has been developed with the stage, scenery, hall, microphone, sound and lights, the meeting is set and ready to be produced for the audience. There is still time for individual rehearsal on the part of those who found rough spots in their portions of the meeting.

The staff now is ready to welcome arriving salesmen. First night usually there is a welcome and get acquainted cocktail party. Next morning an early breakfast, with the meeting starting promptly at 8:30 or 9:00. Morning session runs to noon, with lunch at a different location, so that necessary changes may be made in the meeting hall. An inspirational speaker has been chosen for the luncheon. The meeting resumes at 1:30, and runs until 3:30, to allow time to enjoy the facilities of the location where the meeting is held. Following the evening dinner, the incentive program participants are free to return to their homes, if this is a one-day meeting. If it is a two-day meeting, entertainment has been provided for this evening, and the routine is repeated the next day.

Too much trouble for a kickoff meeting? Not at all, because unless your kickoff meeting goes smoothly with spirit and enthusiasm, you have failed to excite your program participants. If it is a dinner-evening meeting, the same preparations can be employed.

Your kickoff meeting must send your program participants out, enthused about the opportunity of winning a glamour trip, sold on your company's integrity and the quality of the products. Given this type of enthusiasm and followed up by colorful mailers, your incentive travel campaign cannot help but succeed in producing the plus business you seek.

The End

MARCH 7, 1958

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 2 W. 55TH ST., NEW YORK CITY. SEASON: LATE MAY THRU SEPTEMBER.



Don't Just Excite 'Em — Tell 'Em What to Do to Win

BY COL. BENJAMIN GETZOFF
 Manager, Incentive Division, Happiness Tours

This is not an attempt to wrap up all the techniques of selling or sales training in a neat little capsule. Nor is this the answer to a sales manager's problems by telling him how incentive programs can do the job for him.

There are sales training programs, seminars, meetings, schools and possibly a score of other methods to train men as salesmen and keep them selling. So for the want of a better description, the paragraphs that follow will point out that an incentive program can serve as a sales refresher course.

Hamilton Fish, the all-time All-American tackle from Harvard told a squad he was coaching that every football play, perfectly executed, will result in a touchdown. Same comment was attributed to Knute Rockne. But someone misses a block, a man is not taken out, so the play does not result in a score. Let's apply this to a sales situation. Two salesmen use the A.I.D.A. (*attention, interest, desire, action*) presentation—the prospect is not a suspect, he is ready to buy, and price differential is not a factor. "A" gets the deal; "B" does not. It would be oversimplifying to assume that A did everything according to the book and B did not. There are many factors that may have had a bearing on the sale. Certainly it could not be because A's company was larger (if that were true there would go our free enterprise system). Somewhere in the presentation B failed to "take out a man" or "missed a block."

It is not always possible for a sales executive to analyze every sale that is made or lost. Over a period of time he does discover a man's strength or weakness (or he'll not be in his job too long). But one thing a sales executive can do is to make sales training a continuing feature, and one of the excellent media is through an incentive program—sales contest if you prefer.

There is no reason to dwell on the

use, whys and wherefores of incentive programs. But why let them be just a hypodermic—giving a temporary lift? Why not tie them in with sales technique, your sales policy or any other element of the sales process?

XYZ Company decides to stage a sales contest and trips to various outstanding resort areas. Selling technique begins with the announcement. You know it will create great interest but—and it is a big one—rules have to be equitable and fair or your contest will never get off the ground. This is as much as I will say about the techniques of setting up a sales contest. Primarily, my objective is to emphasize how the contest can be used as a sales technique refresher course and thus achieve greater sales results.

The announcement, as I have stated, will create great interest and will serve to stimulate the men to greater effort. So, in addition to the "mouth-watering" description of the resort areas and rules, include a paragraph or two about what the men can do in the following weeks. To illustrate, if they are assigned quotas, point out that they should break down the quota to weekly or daily objectives. Or perhaps suggest that when they set up their calls on prospects, they include customers who can (depending on the product of the company) be sold a special item that is featured. Or suggest that customers may be in a position to give some referred leads.

Follow-up mailing pieces should be more than progress bulletins telling that "Joe Blow has jumped into a quick lead" and so on. Let us assume that the first follow-up is a bulletin describing the attractions of a resort. Then include paragraphs that emphasize the most attractive features in the company's line. You assume that men will do this almost automatically, but it is surprising how frequently they overlook stressing some feature that will get the order.

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Dick Frey, General Manager

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MARCH 7, 1958

105

In a program carried on for one of the major meat packing companies which also manufactures soap, a cake of soap featured in the contest was mailed to the salesman's wife. She was asked to use it and pass on to her husband the features she found desirable. The men were told to include these features in their sales talks. In the same program men were told in subsequent mailings how to take advantage of related selling, how to use display material. And always this emphasis: *Do these things—Get more orders and be a prizewinner.*

Answering objections definitely can be a part of sales contest follow-up. Just how you treat it will be in a large measure depend on the theme used. But in substance, you emphasize that a person "who objects is really a person who is interested." Then you give the technique of handling the objection and cite a number of good answers. Again drive home this is the way to get bigger orders.

A salesman's qualifying prospects is important, and here again a follow-up bulletin can be used. Is yours a product that has a limited market?

Why not describe a prospect for your product. In contests prepared for life insurance companies, a prospect is described as "one who has an insurance need, has money to buy, and is insurable." Emphasis is on *insurable*. Here is an old and tried bulletin theme for this purpose: the "fool's gold" idea in a gold rush.

Men argue, they procrastinate, they guess—just to mention a few of the weaknesses that can be adroitly covered in incentive copy. You would not single out any man in your sales force as a topic for a contest bulletin. But "Procrastinating Pete" or "Guessing Gus" can be really taken apart, and thus you get your point across.

Are demonstrations important in your sales story? Then tell your men how to make successful demonstrations in your contest mailings. Point up advantages of your direct mail, your point of sales display material, your advertising. And always emphasize that this is the way to bigger sales and prizes. Do not simply say "Make more calls" as a recent contest bulletin stated. Amplify by telling salesmen to route their calls so that they lose little time travelling, or emphasize telephoning for appointments.

Remember, a contest is a change of pace. Mailing pieces are vastly different from your usual bulletins. They are colorful and dramatic, so there will be a high readership and a better opportunity to put across sales techniques. Increased sales will result when salesmen "know how" and apply it.

Regardless of your goal—increased sales, introduction of new models, reduction in inventory, opening new accounts—incentive programs will help you reach your objective. But the results will in a large measure be determined by the nature of your program, prize awards, and how the activity is promoted. If you are a "make-it-yourself" addict, you know that you get the best results from make-it-yourself kits that have instructions. So if you are going to handle your own promotion, do "tell the men how."

Nothing can affect morale more than a sales contest that does not spark your men—or where the travel award is not properly handled. Best way to avoid this hazard is to use a professional counselling and travel service. A sales contest or a prize trip is not like the "what not" you make yourself. The "what not" can be tossed out—but your contest and the prize trips must be right the first time!

The End



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Here are some helpful hints to first-time airplane riders, that Westinghouse Electric Corp. used in its "Information for Prizewinners" kit. Improbable as it may sound, experience indicates that from one-fourth to one-third of travel prizewinners (or their wives) have never flown before winning their travel vacation.

If this is your first flight tell the airline. Airlines love "first riders," and the stewardess will probably be a little more attentive than usual.

It is always wise to reconfirm all reservations with the local office, and it is easy, too. Just call the local airline's reservation office, giving them your name, your telephone number, and repeat the entire air itinerary as shown on your ticket. They will gladly double-check anything you like.

Be an early bird. Airlines do not like to inconvenience 50 or more passengers just for one or two who are late. Matter of fact, they do not wait, as a rule. Therefore, arrive at the airport about 30 minutes prior to flight departure. The porter will carry your baggage to the scales for weighing. Give the airline agent at the counter your tickets. He will do what is necessary, then return them to you.

Announcing departure, approximately five to 10 minutes prior to scheduled departure, the public address system will advise you that your flight is ready for boarding at such and such a gate. Follow the group to the aircraft. No doubt the stewardess will wish to see your ticket envelope or a special boarding pass. Have it in your hand ready to show.

Dinner and cocktails aloft? That depends upon the airline and the time of day. Some airlines serve complimentary cocktails; some require a nominal charge; some do not serve alcoholic drinks. On first-class flight, all meals are complimentary and you may expect a meal should you be flying at normal meal time hours. On tourist flights, the airlines are not allowed to serve a complimentary meal. Food service is usually available, either on the aircraft or at the airport before departure. Most airports have special box lunches which may be purchased at small cost.

Coffee, pillows, magazines . . . are always available on any aircraft. There is no charge for these services. Merely "buzz" the stewardess and she will be there to serve you.

Tipping: Never offer an airline employee a tip. Company regulations forbid their acceptance of gratuities, and they may embarrass you with their firm refusal. (A fine word of thanks and appreciation means more to an airline employee.) Tip the airport porter who carries your luggage to the counter, and to the taxi, if you like, but there is no necessity to tip anyone else.

Claiming your baggage: Unless otherwise specified, your baggage will be checked to your final destination regardless of the number of flights or connections. As a rule, your baggage is available within 15 minutes after you arrive. Present your claim checks, which the airline will have given you when you originally checked-in, before boarding your taxi or limousine to your hotel.

How to carry your money: If you wish to carry personal funds for the purchase of souvenirs, etc., travelers checks are advisable. These checks cost \$1 per \$100, and we suggest the \$10 and \$20 denominations as the most convenient. It is also convenient to carry a small supply of one-dollar bills and silver.



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Should a change in plans affect your return airline reservations, call the airline, cancel space presently being held and request other reservations to your liking. In most cases, the change can be made at no additional charge or expense.

Personal expenses (and deviations from the planned trip): Items of a strictly personal nature are not included in the cost of the trip. Purchases of such items and services as liquor, laundry, valet service, medical expenses, etc., should be paid for at the time the service is rendered. You are also advised that any deviations from the vacation and/or routes covered by the trip must be done at your own expense. **The End**



How Entertainment Fits into Your Plan

Entertainment and music help to set the mood for incentive participants. Judicious use need not spiral your costs.

By **MYRON A. LANIN**

Vice-President, Howard Lanin Management, Inc.

Acknowledging the old adage about "leading a horse to water," the smart sales manager knows that it takes more than just announcing an incentive program to get results. You have to fire the imagination of your salesmen, and here is where entertainment, properly used, can work effectively.

Most important element in a successful incentive program, aside from a fair, basic proposition, is the kickoff meeting designed to generate excitement and dramatize the reward. First key word here is "participation." If you can get a man to "whoop it up" in the company of others like himself, you put him in a frame of mind to accept your incentive plan. Other key word is "identification." Get a man to picture himself under that palm tree, drinking that tall rum, and he's ready to make the effort that will turn dream to reality.

Kickoff Meeting

How to achieve this initial participation and identification? Put on a kickoff meeting that is "a darn good show," with your sales personnel as principal players. First, you need a theme that will fire the imagination, one that is easily dramatized. Your entertainment consultant can help you choose a theme with maximum potential.

Just as sets are important to every good show, your decorations, whether modest or elaborate, should be colorful, imaginative and should reflect the quality of the company. Get a "pro" to do the job; amateur decorating inevitably looks "cheesey".

Once you have a theme and the appropriate decor, you need a theme song. Invent one that is catchy and clever; then, play it and sing it loud

and long at your kickoff and every other chance you get. It will help keep up the interest.

Suspense and surprise are good showmanship. One company began its kickoff meeting with a conventional cocktail party, making no mention of its trip-to-Hawaii contest. At the crucial moment, it threw open the doors to reveal a breathtaking replica of Waikiki complete with native food and entertainment. The rest was easy.

Costuming Good

Costuming is great for audience participation. Hats, leis, six-guns—all these help to get people in the proper frame of mind. Take lots of pictures—the crazier the better. As souvenirs, they'll serve to remind your men of that prize they want to win.

Professional entertainment at your kickoff meeting can be simple or elaborate. One bagpiper, used effectively, can contribute more than a lavish floor show with no particular relation to the business at hand. Remember that your constant aim is to get your salesmen to participate and have a good time. Choose entertainment with this in mind.

Music-Best

Nothing works better than music. A calypso band for your "Island Hop" theme, a banjo-plucker for your "Gold Rush" or an Oriental combo for your "Sultan's Holiday", will set the mood in a jiffy.

How much entertainment? Each kickoff presents a different situation but, remember—another act may cost no more than an extra round of drinks and may accomplish much more for you.

Payoff, of course, is the actual

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presentation is written and staged by some one with an appreciation of theatrical values. Unless you have such a person on your team, a professional entertainment consultant is a good idea. He will know how to translate your story into a straightforward dramatic presentation, will "check out" your speakers, prepare visual aids and see that the whole meeting is thoroughly rehearsed.

After the kickoff, follow-up or "booster" meetings may be advisable. Each time, keep up the gaiety with

entertainment used judiciously. And keep plugging that theme song.

Unless the trip itself is as carefully planned as the contest, it may undo the program's good effects. Organize everything thoroughly and, here again, utilize entertainment. Start things off with a get-acquainted party before departure. Plug the theme and the theme song again. Don't let winners forget how great the company is, but don't overdo the commercial. They're there to have fun. If possible, give them, literally,

a brass band send off, and a welcome in similar style at the other end. Keep up the enthusiasm enroute with music—take along a good "mixer" who can lead everyone in the good old songs. Create a real holiday spirit and fill all the lulls.

Danger inherent in all travel is that the build-up will exceed the realization. Unless people are kept occupied, they may soon feel let down no matter how striking the scenery.

In a place like New York City or Las Vegas, there is so much entertainment available that little or no extras need be planned. However, if a night club trip or theater party is on the agenda, check carefully to see that the show is acceptable. Where wives and children are along, watch out for the off-color material.

One company that took a family group to Miami Beach thought it had a great idea in buying the show from a leading night club. However, it didn't know that the comedian on the bill, a well-known TV figure, was given to a more lusty style in his night club appearances. His off-color material caused many red faces and criticism that could have been avoided by more careful planning.

Don't try to present high powered, Las Vegas-type entertainment in a



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relaxed country setting, or native entertainment at a sophisticated hotel. In other words, let your entertainment fit the locale.

At a sales outing in Arizona recently, we supplied just a singing cowboy. His performance in front of the campfire was more memorable than if we had furnished all 36 Rockettes dressed as cowgirls. Incidentally, we brought the cowboy from New York.

If your group goes to New York City, you may decide to arrange a theater party. Don't stop there. After the theater give a reception and invite some of the principal players. Your folks will remember meeting Judy Holiday (for example) long after they have forgotten "The Bells are Ringing."

This principle usually holds true: the mere presence of a show business celebrity can give you a hit. Remember it for cocktail parties or welcoming committees.

It often is a good idea to take along some well-known performer as part of your management team. (An up-to-date list of artists suitable for such service is available.)

Where your trip is combined with a sales meeting, use of planned entertainment may keep the boys from go-

ing "on the town" and showing up bleary-eyed in the morning.

Not every trip can have a glamorous destination. For visits to the more prosaic spots, remember you can glamorize with entertainment. A lavish show can do a lot to offset the shortcomings of a place and it can serve as protection against undependable weather.

In putting on your show, keep these things in mind:

1. You can use the better local talent if you rely on your entertainment consultant to screen it for you.

2. A moderately priced, but custom-built show can have more impact than a star studded extravaganza. Special material that makes references to the company, to people present, or a production number incorporating your theme song — such "personalized" touches — are often more effective than "names." However, such treatment calls for an entertainment specialist more creative than the old-fashioned booking agent.

Restless natives are as nothing to restless tourists who have to sit through a dull, drawn-out show of



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quaint native talent. Outside United States, good indigenous entertainment can be elusive. Even when found, it seldom follows the same rules of showmanship that sophisticated Americans have come to accept. Therefore, have an entertainment specialist check the local scene, screen out the best talent and then edit it for a properly routinized show. Reinforce, if necessary, with professionals from home.

If you are taking a cruise, be cautious about accepting a "package" deal that includes entertainment. Find out exactly what entertainment is to be furnished, because some cruise operators are notorious for using cheap or even amateur talent. A bad show always reflects on the company.

If you follow the safer course, and select your own cruise entertainment, be sure you deal with a consultant who understands the specialized problems of booking for cruises. Accommodations are a factor; it's impractical to engage a big troupe that will take up a lot of valuable cabin space. On the average cruise you will want to utilize your acts several times, so be sure to get artists versatile enough to change their material. Find out in advance if your cruise orchestra is qualified to accompany a show — not all musicians are. And most important, remember that on a cruise, entertainers will be living in close quarters with you. Be certain the ones you select are respectable off-stage. Most performers are, but one bad apple can cause untold trouble.

It is possible today to "taste" the glamour of foreign travel on a limited budget. For example: Chalfonte-Haddon Hall, Atlantic City, has developed a series of parties — "Caribbean Carnival," "Weekend in Paris," "South Seas Party" — that many visitors call "next best to the real thing." By a combination of ingeniously realistic decor and elaborate entertainment Chalfonte-Haddon Hall creates the authentic mood of a foreign land without any of the costs of a foreign trip. Many companies use these packages for incentive sales meetings, booster prizes, consolation prizes and kickoff meetings. These parties are flexible and, thanks largely to the unique use of authentic entertainment, highly satisfactory.

Entertainment, used liberally but intelligently, protects your incentive travel investment. Check every phase of your program to see where imaginative use of entertainment can contribute. A growing list of sales executives are discovering that "entertainment with a purpose" can be an invaluable tool.

The End

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GOLD RUSH WINNERS can look forward to a repeat of this 1955 "western welcome."

Motorola Goes Right Back

Bucks tradition by planning incentive trip to same place it used for last campaign. Contest widened this time to include week ends in nearby resort for one-fourth of quota.

One of the general pieces of advice on incentive travel is "Never go right back to the same place." Site for the next incentive promotion should be different, more exciting and more glamorous than the last one, say incentive sages.

Motorola, Inc., bucked tradition when it decided to return to Las Vegas — site of its last successful "Gold Rush" — in 1958. Result? Sales in all categories are ahead of last year. Over 1,500 dealers are expected to converge on Las Vegas in May for Motorola's "Round-Up." An additional 1,500 to 2,000 dealers are expected to qualify for week-ends at resorts near their homes.

No one at Motorola had seriously considered a second dealer trip to Las Vegas before David H. Kutner, director of merchandising, began to put together the company's merchandising strategy for the first quarter of 1958.

But, the setting was natural for a dealer trip as a sales incentive. Inventories, although not alarming, were somewhat higher than the marketing team had anticipated. This meant a possible cut back in the marketing program for the coming year. This possibility was quickly ruled out on a basic company attitude often ex-



pressed by Edward R. Taylor, executive vice-president, consumer products division, "You can't grow by standing still."

Was a dealer trip the answer? It had been previously successful on one other occasion for Motorola. But where? How many dealers to plan for? What kind of a trip? When? How long? These were some of the leading questions Kutner pondered.

Only experience Motorola had had with a nationwide dealer trip promotion was in 1955 when the company hosted over 1,500 retailers in Las Vegas. This was and still is the largest tourist invasion ever brought into



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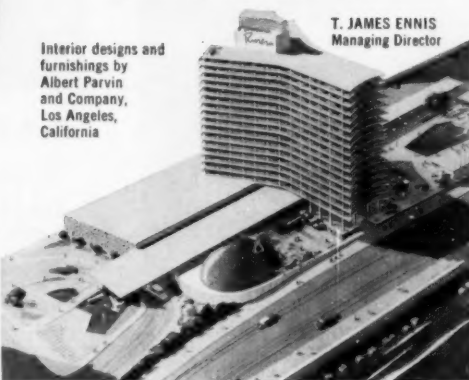


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Las Vegas by one company, say Motorola officials.

Motorola Gold Rush of 1955 was an unqualified success, reports Motorola. Distributors praised it. Dealers reported they'd never had so much fun. The promotion moved merchandise and attracted new dealers. Moreover, it created a lot of goodwill among the retail fraternity, reports Motorola.

None of these factors could be discounted as Kutner and the other members of the marketing staff came together to talk out the promotional possibilities.

Same Place?

Go back to the same place twice? Not likely, especially in an industry where the new and unexpected is taken for granted. Competitively, the television business offers as fierce a battle at the market place as is found today in consumer durables. "You just don't think in terms of a repeat and survive," mused officials. It is a continuous search for the "new," "glamorous," "exciting" and "never before." These are the industry's orders of the day and Motorola is no exception.

Meeting got under way with Kutner reviewing the 1955 Gold Rush.

1. \$450 approximate total cost per winner.
2. \$300 for trip itself.
3. 1500 dealer trip winners.
4. 15% increase in television volume during promotion period.

Hindsight, as is so often the case, revealed a blind spot which has historically plagued contest planners. Smaller dealers who are in many cases the bread-and-butter accounts of an independent distribution system had virtually no hope of selling the TV units necessary to qualify for a trip.

With that brief re-cap in mind, Kutner turned to the group for suggestions. Everyone contributed a large share of suggestions. Hot Springs, Caracas, Honolulu, Palm Springs, Acapulco, Paris, Madrid were only a few of the suggestions that went into the hopper.

"How about Las Vegas again?" asked Kutner, as if taking the group by surprise.

It was 5 o'clock and quitting time in Chicago, but things were just getting going in Vegas.

"Wouldn't hurt to look into it," came from Chuck Lloyd, TV sales manager, "besides, we've got to start somewhere."

At 5:03 PM Kutner had Archie Loveland, general manager, Sands Hotel, on the phone.

"Delightful weather. . . . When are you coming out and how many will there be?" said the general manager all in one breath. Loveland had handled the previous arrangements for the Gold Rush winners.

"How does the month of May sound?"

"Fine," replied Loveland. "For how many?"

"It may be as many as 2,000 TV dealers," Kutner said, as he began to fill Loveland in on the meeting in progress.

Loveland answered many questions on the spot and had a definite proposal in the mail that evening.

A Las Vegas Round Up was beginning to sound good!

Reasons for Decision

1. It had been three years since Motorola had been to Las Vegas, or for that matter sponsored any kind of a trip.

2. Distributors because of their personal enthusiasm would better be able to merchandise Las Vegas to the dealers, reasoned Motorola.

3. Las Vegas offered everything by way of luxurious surroundings, Hollywood entertainment and recreational facilities, that any competitive trip presented. Furthermore, Las Vegas was within the range of the promotional budget.

4. Retailers who had been clamoring to go again would be sure to climb aboard the Las Vegas Round Up.

5. Trade reports during the past three years were exciting enough to attract new Motorola dealers or those who had just missed going to Vegas the last time.

All of these factors plus the successful Gold Rush promotion that went into the record in 1955 tended to offset any negatives.

A program was shaping up, but there still remained the problem of how to get the smaller dealers into the promotion.

During the next few days Kutner and Advertising Director Harold J. McCormick worked out a separate trip promotion for their smaller customers.

Basic Plan

Basically, "Las Vegas Round Up" calls for a retailer to sell a given number of television receivers during the period which extends from the day after Christmas until April 2. For that he receives an all expense five-

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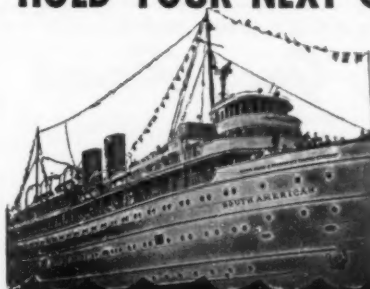
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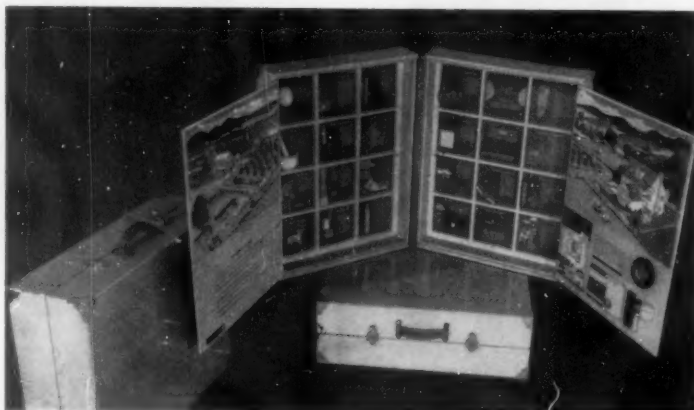
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day holiday at the Sands Hotel in Las Vegas.

Second promotion is a "Weekend House Party." For approximately one-quarter of the quota established to qualify for Las Vegas a dealer can earn an all-expense-paid weekend at a nearby resort. This program is set up and handled locally by Motorola's some 90 independent distributors.

Alternate Prizes

Alternate merchandise prizes were established for dealers who win either trip but are unable to take it. Prize list includes mink stoles, dining room sets, silverware, lawn furniture, camera equipment and others. All of these are allocated to winners in proportion to the cost of his trip.

Complete program was introduced to distributor principals, week of December 9, at 10 regional meetings. Announcement was without the ballyhoo of three years before when Motorola transformed the ballroom of Edgewater Beach Hotel, Chicago, into a replica of the desert resort city. There wasn't the need for selling Las Vegas as a vacation center, Kutner explains. Distributors already had been sold and were asking for a return engagement.

Supplied Souvenirs

This didn't mean that there wasn't a lot of Las Vegas atmosphere around. Distributors were well supplied with Vegas travel posters, postcards, match books, ash trays, coin bags and other souvenirs to pass on to retailers or otherwise use in presenting the promotion.

Meanwhile, back at the factory, trade ads were being created along with a four-color, dealer-announcement broadside and a series of 10 cartooned distributor-to-dealer mailings to keep retailer enthusiasm at a high pitch throughout the promotion period.

Anxious to get into the promotion, Motorola launched its first quarter sales the final week in December. By the end of the first two months of 1958 the company was ahead of the previous year's sales in all product categories.

Program was expanded to take in home radios and phonographs as well as television which will bulge consumer products sales during the first three months of 1958. In the process over 1,500 dealers will be "rounded up" for Las Vegas and an additional 1,500-2,000 will take long holiday weekends—all "on Motorola."

The End



How to Check Site

12 points to cover to make sure that your destination has the assets you need—and none of the defects to mar plans.

As travel incentives loom more and more impressive in the field of manpower motivation, more and more sales managers are faced with the difficult decision: "What glamorous location should I offer my salesmen as their reward for outstanding performance?"

Once the decision has been made to sponsor a group travel sales campaign, logically the next most important decision is: Where should the group go? To help you evaluate possibilities, here is a check list of eight elements to be considered in selection of the right place for your travel contest. Examine the eight points. Check them against the plan you have in mind, and see how you score:

1. Well-known: Place you choose should be famous. It should be a place that your sales campaign participants have already heard about. Its reputation should be a favorable one. It should have appeared in the travel pages and society pages of local newspapers. It should be a place that your program participants *already want to go to*. But a caution — it should not be a place that in all probability the people participating in the program have already been to. So there is a delicate decision that must be made, insuring that the site to be offered is well known, but not so frequented as to be "old hat" to those you want to excite with the prospect of journeying there.

2. Luxurious, not lavish: Here is the second decision that faces you. Spot to choose must have all the trappings of luxury and quality, but must not border on the *lavish*. Why? Pick a lavish site and immediately some of your program participants will start to think: "Any company that can set us up at a plush place like this can afford to cut its prices." Or, the thinking might be that the sponsoring company can afford to pay greater sales commissions. So in choosing your site, make sure that it has beauty, luxury, extensive facilities and proper

settings, but does not get into the lavish category.

3. Realistic budget: Of course, cost of your travel spot is going to influence your decision. You must establish a realistic budget, not only the amount you can spend per individual trip winner, but also a keen evaluation as to how many probably will win. This multiplied out, gives you most of your total budget required. You must then add to this: hidden costs, such as the cost of staff members accompanying the group; unexpected expenses at the hotel or resort; gratuities and the like. Thus, by working out the cost factor in this manner, you can determine whether the cost of the travel program is within the reaches of a realistic budget. Only when you have agreed that it is, can you safely go ahead with your planning.

4. Family atmosphere: Because more and more companies are inviting their salesmen's wives to attend travel occasions, it is important that the area selected for the trip have a good family atmosphere. It is important that wives feel at home. It is important that facilities and activities are planned for both husbands and wives.

5. Accessibility: Analyze the spot you have selected, based on: "Is it easy to get to, and from?" Are there bus lines, railroads, servicing the resort area? Are there major highways leading to it? Are there principal airfields near it, for those desiring to travel by air? Do various modes of transportation maintain frequent enough service to make the arrival and departure of trip winners flexible?

6. Competing meetings: Make sure that your competitors have not chosen this resort or vacation area for their travel destination for approximately the same time that yours will be run. Such a coincidence can only prove embarrassing for everyone, and can

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Historic charm in a modern setting. Hotel completely modernized with distinguished food in beautiful new restaurants. 1 hour from Los Angeles and Palm Springs. Magnificent pool, golf, etc. 10 meeting rooms. Accommodations for 400. Open all year. European Plan Rates.

FOR FURTHER INFORMATION—

write the hotel direct or consult John A. Tetley Company, 3440 Wilshire Blvd., Los Angeles; phone: DUnkirk 8-1151; Fairmont Hotel, San Francisco, phone: DOuglas 2-2022; Leonard Hicks, Jr. & Associates, 505 North Michigan Avenue, Chicago 11, Ill. Phone MOhawk 4-5100.

take much of the fun out of the occasion. Check with the hotel you plan to use. Check with the resort's convention manager. Check with the chamber of commerce in the area you plan to go to, and then by pooling your information, you will be better protected. Make sure that while you are entertaining your trip winners, your principal competitor is not doing the same thing across the street, or right there in the same resort at the same time.

7. Adequate facilities: Next point on your check list is to determine: "Are the facilities of this spot I plan

to take my trip winners to, adequate?" Is there a pool? Is there a golf course. Is there horseback riding available? Are there theaters near by? If wives attend, are there hair-dressing or beauty shop facilities? If at a spa area, are there health baths and massages available? Is there tennis? And, if at the lake or seashore, is there an adequate beach? Are there pleasure boats available for hire? Are there fishing boats and guides available for your use? Other important check points dictated by the varying tastes of your trip winners are: Is there a good dance band at the resort? Is

there an adequate cocktail lounge? Is there a recreation manager at the resort you plan to attend? Questions of this nature asked *now* will insure that you send your trip winners home happy.

8. Space for gatherings: Undoubtedly you plan a luncheon or two, and a dinner banquet. Perhaps you have in mind a cocktail party or two. Make sure that there are adequate facilities for these group events, with a hall large enough to accommodate your maximum anticipated attendance. Make sure that there are microphones, lighted lecturns and other banquet facilities to insure the success of these group gatherings, so vital to the total effect of your travel program.

All right, you have checked those eight points, and you find that the location you have in mind measures up adequately. Now, perhaps you intend to combine a sales meeting with attendance at this glamour location you have selected. Here are four additional questions to ask yourself to make sure that the *sales meeting* part of your travel program goes well:

1. No competing activities: If you are planning a sales meeting, you want to make sure that you get your

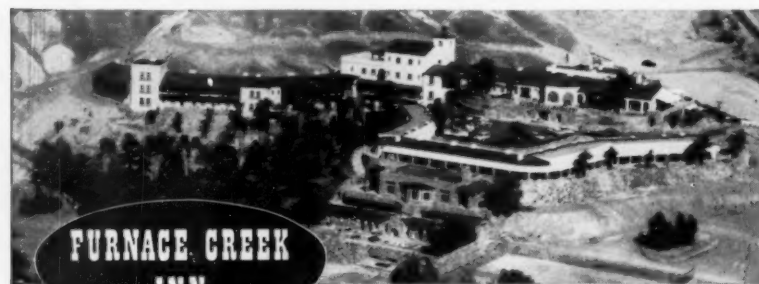
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Alvarado Hotel, Albuquerque, N. M. Accommodations for groups up to 150 all year. Write Manager, Raymond W. Williams. Phone: 3-5571, Teletype: AQ 62.

Furnace Creek Inn, Death Valley National Monument, California. Accommodations for groups up to 175 November 1 to May 1. Write Manager, Fred W. Witteborg,

or Fred Harvey Reservations Office, 530 W. 6th Street, Los Angeles 14, California. Phone: TRinity 8048, Teletype: LA 1465.

El Tovar Hotel, Bright Angel Lodge, Grand Canyon National Park, Arizona. Accommodations for groups up to 200 October 1 to April 30. Write Manager, William W. Wallace. Phone: Grand Canyon 40, Teletype: GRAND CANYON 3661.

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money's worth by insuring that your sales meeting attendees arrive on time for each scheduled session, and are reasonably alert during the meeting. With this in mind, it is good to check on whether or not there are nearby attractions that may compete for salesmen's attention. Ideally, there should be no diverting influences present at the spot you choose to hold your sales meeting.

2. Adequate meeting room: A nationally-known manufacturer recently brought 400 of his key distributors to a vacation spot for a sales meeting, only to find that the meeting hall only held 300. Make sure that the meeting hall in the resort area or hotel that you have under consideration has a meeting room big enough to handle your maximum group, and that it has adequate lighting, ventilation and has comfortable chairs.

3. Stage facilities: An experience that highlights the need for adequate stage facilities is that of an incentive trip sponsor who brought his trip winners together in a meeting room big enough for the group, but then discovered that it was an old-fashioned ballroom and contained no stage or stage facilities. One was quickly erected by carpenters, but the

cost of the meeting jumped \$1,000. Make sure that there is a stage, either permanent or built of modular stage units, available at your trip site. Make sure that there is adequate lighting, sound equipment, curtain and all of the other needs for proper presentation of a sales meeting.

4. Labor problems: Find out what you face with regard to unions (stage hands, lighting specialists, projectionists, sound technicians). Find out what equipment you can bring, what personnel you can bring, as part of your sales meeting. Be familiar *before*

problems occur, with what your labor situation is.

If you have successfully navigated your way through the eight check points to determine a good trip site, and the four subsequent check points regarding the sales meeting portion of your program, and if you have been able to answer each of the 12 items to your satisfaction, then you have in mind an excellent travel spot. It will give you the long-term good will benefits you seek from your trip winners and an effective sales meeting (should that be part of your plan).

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BEN TOBIN, Pres. • JOHN W. TYLER, Gen'l Mgr. • JOHN F. MONAHAN, Gen'l Sales Mgr.



WIVES' OPINIONS and ideas on company's new "family policy" were eagerly sought by INA at special sessions attended by agents and wives (who were especially sharp).



Whole Family Goes on This Trip

Insurance company takes 45 lucky agents, wives and children to Disneyland. Agents had to sell at least four "package" policies during nine-week program to be eligible. Winners drawn from "eligibles". Bigger trip for '59.

Have you thought about including children as well as wives on an incentive trip?

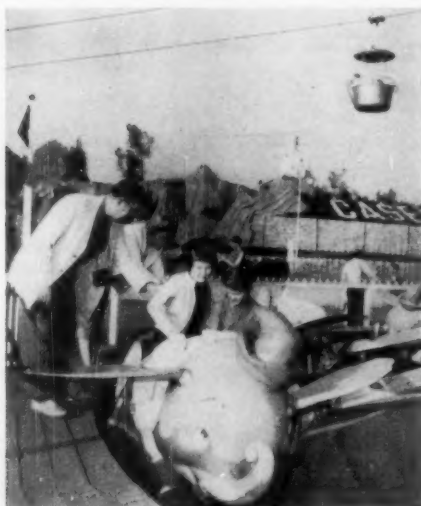
Insurance Company of North

America Companies developed a family conference and topped its fondest hopes. Forty-five families of insurance agents — including 71 kids — were

taken to Disneyland, Anaheim, Cal. Results prompted INA to plan a bigger program — 55 families — next January.

INA mixed many ingredients into its trip promotion. It included: a random selection of trip winners from among 23,000 "contestants", conferences for wives, "outside" speakers and special activities for children.

Big result of its program was a tripling of home-owner "package" policies written during the period of the promotion, Sept. 15-Nov. 15,



CHILDREN were busy trying out the many Disneyland amusements with free tickets provided by INA.



OLD FASHIONED chicken barbeque was highlight of the trip for many. Roving musicians were imported from a nearby club for this occasion.



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1957. Second reward for the company was the batch of new ideas it gleaned from agents and their wives about policies to be written in the future.

Timed to Anniversary

Called Conference on Family Happiness and Security, INA's trip was timed to the 150th anniversary of the creation of an independent insurance agency system. Aim of conference sessions was to learn from agents and their wives "the security wants and needs of America's families," says John A. Diemand, president, INA. "Through their daily contacts with families, independent agents are in the best possible position to supply us with the information we seek," Diemand points out. "We want to learn from them."

Eight weeks before the program was in effect, INA salesmen started to call on their agents. A small flip-chart presentation was made to each agent to point out that home-owner "package" policies allow agents to better serve their clients and earn greater rewards for themselves. The presentation included an invitation to participate in the conference at Disneyland. End of the presentation was an enrollment card to be signed by the agent to indicate his interest in the INA program and to receive souvenir mailings from Disneyland.

Quota for Drawing

To be included in a drawing for the trip winners, an agent had to sell or renew at least four "package" policies during the nine-week program. Names of all qualifiers were put into a box and radio and television newscaster Frank Blair drew out the 45 winning agents and alternates. An alternate was drawn for each winner in case the latter could not make the trip.

Starting on Sept. 1, mailings were made to each agent who had originally enrolled in the program. By the time of the drawing, agents had received four colorful mailing pieces from Disneyland. Mailings to homes were effective, especially with children in the households. The lure of Disneyland kept many fathers out selling at the instigation of the kids at home.

Budget for the INA program was \$50,000. It included merchandise prizes for its salesmen, based on the number of agents they enrolled in the promotion.

For the trip itself, every conceivable detail was planned. Winning

agents could bring their wives and all their children under 18 or grandchildren. If a family, because of a child's age or some other reason, preferred to leave him home, INA paid for a full-time baby sitter. If the agent could not make arrangements for a baby sitter, INA's field office lined up one.

Fieldmen Included

INA fieldmen were made a big part of the trip plans. Fieldmen in the territories of winners were responsible for personal delivery of airplane tickets and a complete information kit. They were required to make arrangements to transport winners to the airport (or railroad station) and to present corsages to agents' wives. Fieldmen brought along special travel tags imprinted with the INA-Disneyland Conference seal to put on agents' luggage.

On arrival in Los Angeles, agents' families were met by INA representatives, all wearing bright red carnations for identification. Families were driven to Disneyland. A few families — for publicity picture-taking purposes — were flown by helicopter from the airport to Disneyland.

All functions of the conference were centered at the Disneyland Hotel with control center at the Los Angeles office of INA.

To care for the 84 children, a special staff of nurses and teachers, headed by a school principal, was on hand. A special patrol for nighttime "baby sitting" was established. The children, as might be expected, had a grand time on amusements, playing games and attending barbecues. Divided into four age groups, the kids had programs tailored to their interests.

"Outside" speakers for conference sessions included Mrs. Oscar A. Ahigren, past president, General Federation of Women's Clubs, Howard Nason, vice-president, Monsanto Chemical Co., Dr. Paul Dudley White, famed heart specialist, and Robert Loken, assistant to the publisher, *Life* magazine.

Agents and their wives were formed into committees to examine such topics as "How can agency service better provide for family happiness and security?" In most instances, agents acted as chairmen and INA officers served as moderators.

Big surprise for INA was the response from wives. They entered into conference sessions with vigor and came through with some of the best ideas.

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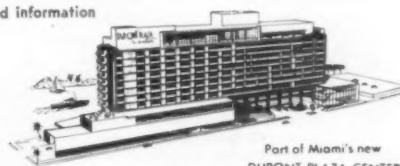
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TV personality Frank Blair addressed the group. He really was intimately tied into activities because his wife and four children were included in the four-day trip.

Considerable radio, television and newspaper publicity was captured for INA with its conference. Guest speakers were interviewed on local and national TV programs.

Unlike the shoemaker's children who go barefoot, INA agents and their families were well covered by insurance. Each agent was presented

with two policies for his family's trip along with his travel tickets. Policies covered travel accident and baggage loss.

Personal attention was the rule for all attendees at the conference. Four brand new automobiles were always available for taxi service. Part of the personal attention was in evidence from the very start. All trip winners were called by telephone from the home office in Philadelphia as soon as their names were drawn.

The End



Plymouth Execs Meet with Dallas Dealers—and Nobody Leaves Home

Twenty-three top executives of Plymouth, division of Chrysler Corp., Detroit, met recently with their entire Dallas sales force—and nobody left home. Secret was an amplified long distance telephone hookup.

Salesmen from 10 dealerships met in eight locations in Dallas. (Two dealers took groups to neighboring dealer offices.) Sound amplification equipment connected to regular telephones was set up at both ends. Plymouth executives from the administrative, sales, service, engineering, manufacturing, public relations and advertising departments met in the office of Jack W. Minor, vice-president in charge of sales.

Minor and five other executives were on hand at 7 AM, two hours before the call was placed, to check over final details. To safeguard against tardiness each executive agreed to pay \$1 for each minute he was late to each of the other five executives. Faced with a \$5-a-minute fine, everyone was on time. Call went through promptly at 9 AM and the conference was on.

Days before the call was to be placed, Plymouth field representatives asked Dallas salesmen for advance

questions. By allowing retail men to think over their questions in advance, says Minor, the call gained real sales value. It eliminated wasted time while everyone thinks of something to say. First portion of the conference was devoted to answering advance questions and last part was used to answer on-the-spot questions from salesmen.

Salesmen queries covered a wide range and included questions on public relations, sales, national advertising campaigns, paint colors and technical aspects of manufacturing and engineering.

Minor terms the conference "a real success."

"It was not intended to replace personal calls on dealerships by factory executives, but it did provide an excellent method for talking with a whole group in a specific market," he adds. Important phase of the conference, he points out, was the ability of Plymouth officials to pass on to Dallas salesmen tips on solving sales problems which they had picked up from dealers around the country.

Conference ran for 52 minutes and cost Plymouth approximately \$700.

The End



What Do They Say About Your Trip?

Salesmen and dealers whose reactions to incentive trips are recorded here, may or may not be yours. Their comments, however, are worth noting for future.

Once you have a successful incentive trip, don't shy away from bigger quotas for the next contest. Salesmen and dealers who earn trips are willing to work harder if the promised trip is luxurious or more distant.

Ten out of 11 dealers say they would favor higher quotas if the trip to be earned was more distant and luxurious than the last one. With salesmen, its three to one in favor of higher quotas if the trip is more distant and more luxurious.

These reactions were the result of a mailed survey to dealers and salesmen who had earned an incentive trip recently. Aim of this small survey was to get typical reactions from trip winners rather than compile statistics.

Both dealers and salesmen rate travel as a prize well above either cash or merchandise.

While these statistics may not be accurate because of the small sample, it is interesting that of the salesmen who won trips: 10% did not have to work harder to earn them; 30% increased their volume by 10% to 20% during the contest period; 25% increased their sales by 25%; 15% sold between 30% and 40% more; 10% sold 50% more; and 5% sold as much as 90% more; and 5% of salesmen didn't know how their sales during the contest compared with a similar period last year.

While dealers were not asked for specific figures, each one indicated he worked harder on sales to earn the trip. None of those responding, apparently, coasted into a prize trip.

Salesmen More Critical

Salesmen are more critical of quotas than dealers. Over 93% of dealers say quotas were fair. One out of three salesmen believe quotas were too high.

To test the validity of a trend, salesmen were asked if they would prefer to take their wives and chil-

dren to someplace closer or go with their wives to a more distant place. One out of four salesmen prefers to take a trip closer to home if it includes his whole family. (This substantiates a detected trend toward complete-family trips.)

James Ferguson, salesman from Waterloo, Iowa, is typical in his reaction to the question: "What did you like most about your recent trip?"

"This trip," says Ferguson, "made it possible to give my wife a vacation which otherwise might never have been. She had never flown and was quite thrilled—nor had she ever been to Las Vegas. The trip itself was the thrill of a lifetime."

Importance of including wives on trips is detected easily in responses from trip winners. Two other subjects that appear most frequently in responses from winners are the novelty of flying for many winners or their wives, and the pleasure of associating with other dealers and salesmen.

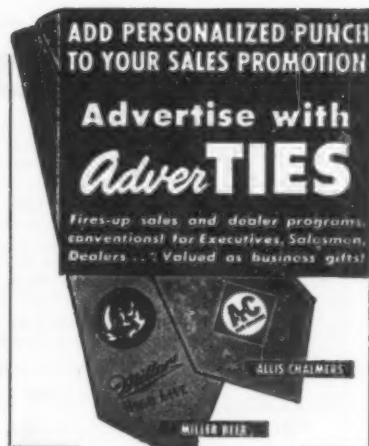
Three Points

These three points—trip of a lifetime, taking wives, meeting congenial people—came up so often that any incentive trip planner that skimps on these in his trip promotion is missing major points of impact.

Both dealers and salesmen were asked what they would change if they were running the incentive program. Says John J. Kennan, salesman from Hubbard, Ohio: "I believe I would cut a little on luxury and perhaps add other benefits such as a small amount of cash to cover added expenses—clothes for wife, baby sitter, etc."

Salesman Carl E. McNaught, Garden City, Kansas, wants more time to work for the trip. "Instead of a 30- or 60-day contest, I would make it 90 or 120 days, since it takes about 30 days to get warmed up."

Salesman William F. Leehner,



"Adver TIES" WILL BE SPECIALLY MADE to faithfully reproduce your Trade Mark, Slogan, or your Product... Many progressive-minded concerns, National and International, are regular users of "Adver TIES".



This high-grade neckwear is designed to your specific needs on Regular or Bow Tie—styled with 'dignity' or with the 'unusual' touch... HAND MADE of highest quality to give 'zest' to your sales program, convention, new product, or any special event... Write TODAY for details. Furnish ad samples and give estimated quantity.

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- ★ Meeting Rooms for 50 to 1000.
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FOR RELAXATION: A spacious tropical playground for carefree between-meetings recreation • Every room with private terrace and ocean view • 2 full blocks of private sandy beach • Luxurious pool and cabana colony • Golf Driving Range • Cocktail Lounge • Smart Supper Club • Delicious meals • Free parking on premises • Fully air-conditioned • Turkish Bath • Solaria

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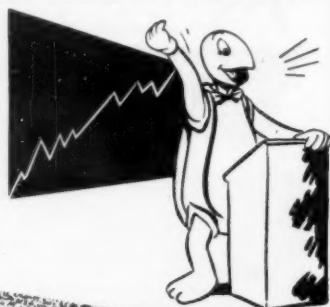
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"Now I Know ... where to find industrial shows that might be the marketing tool to launch a diversified product line"

You can know, too. See page 37.

Muscantine, Iowa, would like his company to "make provision for payment of income taxes on the value of the prize trip."

While many salesmen found little in their incentive programs that they would change, even fewer dealers had anything that they wanted changed. "Nothing except the destination" was the answer of dealer Grady E. Good, Wender, Ga., to the question, "What would you change?"

Just about every spot on the globe would appeal to dealers and salesmen, according to their answers to "Where they would like to go on your next trip?" Europe, South America, West Indies, Hawaii, Mexico and California were named most. Apparently sold on trips, two salesmen indicated they wanted to go anywhere.

One might conclude that salesmen are more thoughtful husbands than dealers, or that salesmen's wives are more influential than dealers' wives. According to results of the question, "What influenced you most to want to go on the trip you took?" more than a third of the salesmen specifically mentioned their wives, while only one dealer out of 15 mentioned his wife.

Clell F. DeSpain, a dealer in Nicholasville, Ky., says this about the influence of an incentive trip: "Men in private enterprise have a desire to meet and beat quotas without incentives other than the one to succeed. The trips furnish the extra push."

"Pride of performance" and "competitive spirit" showed up frequently as a major influence on trip winners.

Dealers and salesmen who offered their reactions to trips and incentive promotions have been around. These are some of the places they name as having visited "all expenses paid": Florida, New Orleans, Los Angeles, New York City, Nassau, French Lick (Ind.), Dallas, Mexico, Hawaii, Biloxi (Miss.).

These are points to keep in mind, based on winners' reactions, when you plan incentive trips:

1. Men are willing to work extra hard for an extra special trip.
2. Wives are a major influence and should be included in all plans and promotion.
3. If your trip is by boat or air, talk about it and play it up in promotion. Many contestants or their wives have neither cruised nor flown and this is an exciting and stimulating element.
4. Play up the opportunity to meet other top performers.
5. Consider opportunities to include entire families on trips.

The End



KICKOFF MEETING for '58 trip had chefs helping to "Cook Up a Sale."

SHORT, SHORT STORY

TIME: Off season
PRODUCT: Pre-fab homes
SOLD: \$15 million
HOW: Incentive travel
COST: Less than 1%



When George A. Cowee, Jr., vice-president for sales, and Edward W. Rheins, sales promotion manager, National Homes Corp., first proposed a sales incentive program to stimulate sale of homes during the winter season, the idea met with skepticism.

Among the questions raised were:

1. Can any extra incentive, no matter how liberal, stimulate salesmen sufficiently to boost sales of a capital goods item with a price range of \$10,000 to \$18,000?

2. Can an incentive plan be designed to appeal to all salesmen of builder-dealers (distributors) who



HIGH JINKS of leader gets Bermuda winners in mood for group portrait.

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*World's largest designers
 and builders of Trade Show Exhibits*

range in size from small contractors to some of the biggest builders in the nation?

3. Would builder-dealers be willing to participate in the cost of such a promotion?

4. Is it really possible to increase sales of homes during cold weather—or is the seasonal sales curve an unchangeable pattern?

Anything Is Possible

Cowee and Rheins proceeded on the theory that, in home building,

anything is possible, provided it is basically sound. After a number of conferences, they finally devised a plan for testing incentives with a minimum risk to National Homes.

Convinced that a very simple plan would have the greatest chance of success, they decided to offer a fixed number of prize points for each sale during the four months—November, 1956, through February, 1957. Builder-dealers, who are independent business men, would be invited to participate in the cost of this portion of the program.

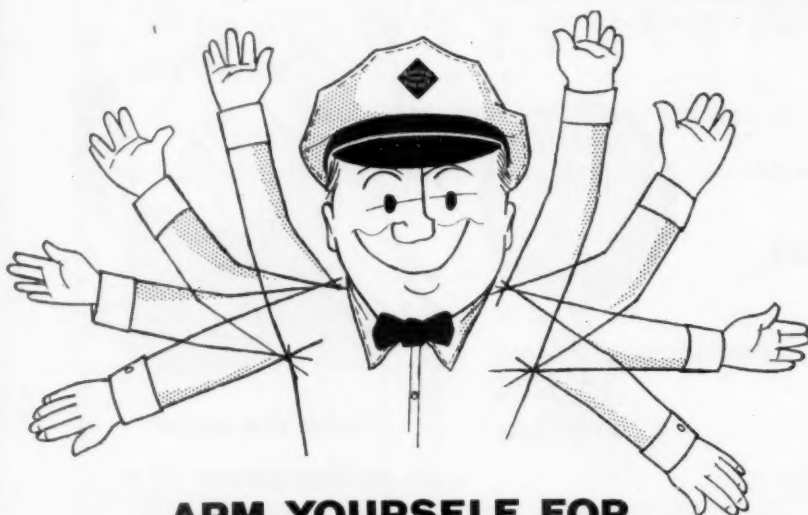
Since ultimate objective was to

stimulate substantial sales, they reasoned, National Homes itself should offer top awards for top producers. And the most attractive reward for a cold weather sales program logically would be an all-expense-paid vacation to a spot such as Bermuda. After further discussion, they decided that all participants who sell 20 or more homes during the program should be eligible for the holiday houseparty in the sun.

Minimize Risk

Plan which Cowee and Rheins devised, with the assistance of The E. F. MacDonald Company, appealed to National Homes management, primarily because Cowee and Rheins had managed to minimize the risk. It was obvious that the program they had structured provided maximum possibility of success and minimum chance of loss in case it did not succeed.

James R. Price, president, National Homes, and the management committee approved the plan late in July. Announcement of National Homes' "Sales Safari" was made in August and, by the end of November, it was



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fairly obvious that the program would be successful.

Early Qualifiers

A number of participants qualified for the Bermuda trip before Christmas and, before the program was over, a total of 105 builder-dealer salesmen and their wives prepared for a Bermuda holiday.

In fact, during the four-month program, National Homes builder-dealers produced a retail volume of \$15,000,000, at a total investment of less than 2/3 of 1% of sales! And the average participant won merchandise prizes with a retail value of more than \$700 (not including the Bermuda trip).

Intensive Promotion

One of the most important keys to the success of the promotion was the intensive promotion it received. Rheins decided on a mailing schedule which called for a minimum of three mailings a month, based on the "safari" theme. These basic mailers were supplemented by a variety of

postcards—actually mailed from Bermuda—and a number of mailings of National Homes bulletins and letterheads.

Perhaps the most gratifying development during the program was the enthusiasm which it stimulated among builder-dealers. Here are a few typical reactions:

Cost \$30 a Sale

President of a realty company: "A total of \$30 per sale, in addition to the sales commission we normally

pay, made our sales cost relatively high. However, we feel it was well worth it. We were very enthusiastic about this program. I think, too, our salesmen were well pleased and, of course, put their shoulders to the wheel to accomplish the desired results."

Head of a Michigan construction company: "The 'Sales Safari' has been an effective boost to our sales program during the winter season. It is highly recommended that a similar sales incentive program be conducted again next year."

A Midwestern realty company

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Contact Reginald G. Nefzger,
President, Convention Dept.

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head: "It is our opinion that the program has been a good one in that it was used at a time when sales were ordinarily down, and our awards were of a sufficient value to actually serve as an incentive. It is our hope that the program will be continued . . ."

Defy Weather

An Eastern builder: "All of our salesmen feel that the plan helped their sales. At present count, we have sold well over 100 houses during the four months' period. It is interesting that we had no trouble in getting the salesmen to help in decorating the 'Open House' at Christmas time and, during the New Year holiday week end, we sold several houses in spite of bad weather. By comparison, we sold only 60 houses in the period of August, September, and October, during good weather. We definitely feel that the plan helped us."

Enthusiasm was so universal that National Homes management decided to conduct a similar program for the four months, November, 1957, through February, 1958.

The company introduced the theme at a giant kickoff meeting during its national sales conference of builder-

dealers in Chicago last August. Chicago's venerable 8th Street Theatre was decorated for the occasion, and "chefs" and "waitresses" in the lobby offered brochures, promotional literature and chef's hats to set the mood for the "Let's Cook Up Sales" theme.

Showmanship, a fast pace, brief speeches and two, color motion pictures characterized the program. One of the motion pictures recaptured the fun-in-the-sun Bermuda trip, and gave builder-dealers a colorful reminder of the entire adventure—as seen through the eyes of salesmen and their wives.

Second color film was a promise of the trip to come—Nassau Houseparty ("NH" for National Homes). Calypso music, waving palm trees, tropical atmosphere and white sand beaches brought the forthcoming adventure to life.

Party in Miniature

When the movie was over, a calypso orchestra was playing on the stage, and the Nassau Houseparty, in miniature, was in full swing.

Because of the way in which a home is sold, it is difficult to measure sales results immediately. For ex-

ample, a dealer salesman may sell a home today but, by the time the financing is accepted and the necessary paper work is completed, four to six weeks may pass. Thus, a salesman may have to "sell" 30 homes before he actually makes 20 sales during the off-season covered by the program.

As a result, it is still too early to tally results of the 1957-58 winter program. But, according to preliminary figures, the "Let's Cook Up Sales" program this year promises to be equally successful.

Can Alter Trend

Perhaps the most impressive long-term benefit is that, as Cowee puts it: "The incentive program has demonstrated conclusively that even the traditional seasonal sales curve in the home-building industry is not immune to intelligent promotional assault. While we may never be able to completely reverse the trend, it is obvious that the seasonal sales pattern can be smoothed considerably. And National Homes builder-dealers know, from their own experience, the importance of the resulting benefits."

The End

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Regency Room*	Lobby	1,000	800	6,510
Roof Garden	15th	500	400	3,374
Cactus Room	21st	300	200	2,640
Danish Room	15th	200	175	1,500
North Room	15th	100	80	900
French Room	Lobby	175	135	2,000
Press Room	7th	150	120	2,100
Directors Room	7th	45	30	700
Parlor A	Mezzanine	150	135	1,290
Parlor B	Mezzanine	40	30	378
Parlor C	Mezzanine	50	40	627
Parlor D	Mezzanine	110	90	957
Parlor E	Mezzanine	25	20	288
Parlor F	Mezzanine	30	25	385
Parlor G	Mezzanine	75	65	682

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who knows how to handle...**

EMERGENCIES!

Months of intensive planning by incentive travel specialists keep an incentive trip running smoothly — and on split-second schedule — 99% of the time. But ever so often an emergency pops up—something seemingly beyond control. As Webster defines it: "An unforeseen occurrence—a sudden and urgent occasion for action."

If individuals who win a company group incentive trip could look over the shoulders of the travel specialists during the months a plan is in preparation, it would seem to them that, when completed, nothing could possibly interfere. But it can—and, occasionally, does.

Strikes by dock workers, ship personnel or hotel employees can tie inexperienced travelers up in knots. But a seasoned trip director can always come up with a happy solution just about the time an amateur guide would be considering a leap into the clear blue waters.

For example, many a vacation was shattered by recent strikes in Nassau, when the colony's 16 major hotels closed down and the famous shops of Bay Street were shuttered tight. In a matter of days, 3,500 tourists fled the island. Those traveling independently had little chance of salvaging their vacations.

However, those in the care of "trouble-shooting" trip directors were quickly whisked off to other pleasure spots. In one instance, a ship-load of carefree incentive winners enroute to Nassau didn't lose a moment of pleasure. Incentive travel agency made all arrangements needed to change the ship's destination — and had reservations, sightseeing arrangements, parties and other festivities ready to kick off when the ship arrived at the new destination.

Can't Counter Nature

Considering all the care that goes into the preparation of an incentive

tour, you could believe that nothing short of an earthquake or a war could mar the plans. But nature, for one, does not always cooperate. When rain persists, it's a simple thing to organize an indoor house party — if you've had experience in these matters. On one occasion a trip director even had top talent from the entertainment world flown in from New York to keep participants happy indoors while rain continued outdoors.

Prompt handling of this type of situation—and others similarly challenging—can't be attributed to the fact that someone *happened* to do the right thing. He was *trained* to do the right thing. Programs that are planned and conducted by professionals are placed in the care of a competent trip director, a man who has traveled widely himself, who is well acquainted with the places to be visited, and who knows what to do "in case."

For example, a recent incentive award trip for 200 persons bound for Europe by way of the Mediterranean had to be completely revised a week before sailing date, because affairs in the Mediterranean Sea were becoming too unsettled for safety. Instead of proceeding from New York directly to Mediterranean ports and then to London, it became necessary to re-route the group directly to London, then across the channel to the continent, and overland to the Mediterranean resorts.

Tough Problem

At that season of the year, passenger liners to England were taxed to capacity, so were good hotels. It was an apparently insurmountable problem. But, to the people who handled the trip, it was just another challenge to be met. The change-over was so smooth that only a few of the participants appreciated what a colossal task had been accomplished.

A Chicago group on its way to Jamaica had an unusually rough

flight and was forced to stop over in Miami. It would have been an "unfortunate incident," but the trip director didn't permit it to be. Within a few minutes, he had organized community singing using improvised parodies on popular songs which reflected the situation. A short time later, a cocktail party was under way. There was an air of gayety—instead of misery—when the group took off for Jamaica.

No Baggage Carriers

On another recent trip, a large party arrived at a luxury hotel with six truckloads of baggage. Only one bell hop appeared on the scene. Within 10 minutes, the trip director had 15 persons from nearby hotels on the job and within a half hour the baggage was sorted and in the hotel rooms.

Equally as important as the proper handling of emergencies are the "extras"—the "plus" benefits—that incentive planners are able to secure. For instance, last May, the first British Empire "Tattoo" was scheduled for Bermuda, first time it had ever been held outside England. Tickets were said to be "unobtainable." Yet a fast-thinking trip director was able to get his entire group in to see the pageantry—an unforgettable experience. It was another case of knowing what to do.

Last-Minute Changes

About 48 hours before departing for Europe, incentive travelers from a large manufacturing company decided to visit the concern's continental plants. It was a large order at the last minute—arranged as a "plus" benefit. But in two days, transportation and hotel reservations were completely revised—and the tour came off on schedule.

Personal service can be another "plus." For example, a couple was scheduled to go from New York to Haiti. The wife had been vacationing in Florida and had intended to fly up to New York City to join her husband. However, she became ill in Miami and the husband wished to save her the extra trip to New York. The incentive travel agency sent her a complete packet containing tickets and other necessities, and she met her husband in Haiti.

Naturally, problems such as these are the exception rather than the rule. But when they do happen, someone should be around to handle them expeditiously—and turn a liability into an asset.

The End

MARCH 7, 1958

Puerto Rico's new hotels to double convention facilities!

New Hotel and Meeting Facilities. Four luxurious new hotels will open in Puerto Rico this year. The stunning 369 room San Juan Intercontinental is already open and offers complete convention facilities. Still more space will be available with the opening of: The 297-room La Concha in September; the 204-room Ponce Intercontinental in October; and the 126-room Dorado Beach Hotel and Golf Course in December.

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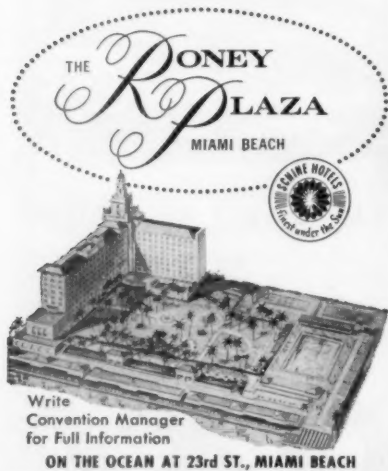
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Photo Technique

To Get Acquainted

Kiwanis issues sheets
of photos to delegates

Looking for a sure-fire get-acquainted technique for your next meeting? Take a trip from Kiwanis International and make sure that everybody examines everyone else's picture before the meeting begins.

Kiwanis' annual council meeting staged in Chicago lasts only four days. During that time council members, usually strangers to each other, must get together on the Kiwanis program for the coming year. Feeling of team spirit and unity has to be fostered in a hurry.

When council members register on Sunday for the meeting which starts Monday, they are given a large envelope containing five 11 by 13-inch sheets of photographic matte paper featuring head-and-shoulder shots of all members at the meeting. Captions identify each picture. Short and snappy mimeographed biographies of each man are distributed on a separate sheet.

In their hotel rooms before the sessions begin and at free times during the meeting, the 120 members examine the portraits and biographies. They do so naturally, with no special urging, says John McGehee, Kiwanis' public relations director, who handles the project. "When the meeting is over even those with the poorest memories know everyone else's name and background," he adds.

Preparation begins about five months before the meeting. Immediately after new council members are elected they are requested to send in pictures which Kiwanis turns over to its photographer, Oscar & Associates, Chicago.

Oscar technicians reproduce all portraits in one size and mount them on giant boards. Name, home town and Kiwanis position are lettered beneath each photo by an artist. Boards are then photographed and the large prints are made.

Portrait sheets, being actual matte finish photographs, have the appearance and feel of quality. Members frequently take the sheets home and mount them for display at their homes and offices. Kiwanis organization, of course, likes this just fine, says McGehee, for it acts to sustain the spirit created at the annual meeting.

The End

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RICHARD WOLCOTT, who helped originate idea, demonstrates machine exhibitors will use for stamping literature request cards to Keneth E. Knowles, vice-president, Clapp & Poliak.

Test Identification Plates With Design Show Visitors

Clapp & Poliak to supply plastic plates to show visitors to speed filling in "request for literature" cards at exhibit booths. If test works, other C&P shows will try it.

Innovation at the 1958 Design Engineering Show should prove a boon to both visitors and exhibitors. Visitor will be given a plastic plate, similar to those used for department store charge accounts, with his name, title, company and address inscribed on it. Plate is furnished free of charge.

When visitor wants to request literature or additional information at the different booths he has only to hand the exhibitor his plate. Exhibitor, supplied with stamping machine by show producers, Clapp & Poliak, Inc., can stamp the information on literature cards in a few seconds.

Problems of illegible handwriting, incomplete forms, and misplaced calling cards should be eliminated for the exhibitor if enough visitors use the plate. In addition, points out Richard Wolcott, who helped originate the idea, system will release salesmen from clerical work and give them more time to spend with booth visitors.

Cards should prove most helpful to

visitors. With over 400 booths to visit at the show, engineers could save a lot of time and trouble by just presenting their plastic cards.

System will cost Clapp & Poliak at least \$15,000, depending upon the number of plates distributed. More than 20,000 engineers are expected to attend the show slated for Chicago's International Amphitheatre, April 14-17. If well accepted, inquiry cards will be distributed at other shows produced by Clapp & Poliak.

Visitors will still be required to register at the show and will receive a standard visitor's badge in addition to the inquiry plate. However, plates can be obtained in advance by writing to Clapp & Poliak, Inc., 341 Madison Ave., New York 17, N. Y. (Include full name, exact title, name of company, street address, city, zone and state.) Plates will be mailed to anyone getting his request in before the deadline of March 31. They also will be available at the registration desk.

The End

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about some of our successful audience participation techniques. We'll be glad to send you photos and complete descriptions. Just drop us a line.

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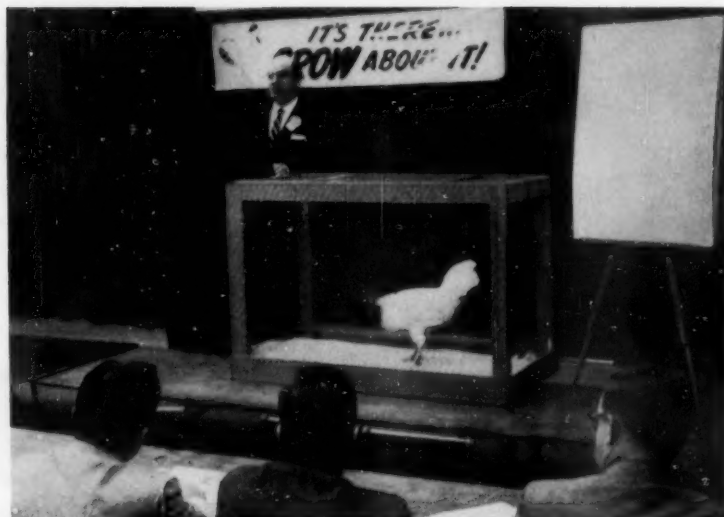
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Let Your Suppliers Help

Federal Pacific enlists suppliers to tell quality story to its salesmen. Eases job of making specialists of its salesmen. Tests measure increased knowledge of sales force.

By **ROBERT L. BOBO**

General Sales Manager, Federal Pacific Electric Co.

Every sales meeting should have a clearly defined goal. Ours was a sim-

ple one: to make specialists of general-line salesmen.

SALES MEETINGS/Part II SALES MANAGEMENT

We had grown from \$16 million in annual sales to \$50 million — a growth of 300% — in five years. Federal Pacific makes an industrial product line, ranging from shelf goods for electrical distributors to custom-engineered units for public utilities. Being a specializing company (not specialty) we concentrate on control and distribution equipment for handling electricity from the time it leaves the generating station until it reaches the light bulb, motor or other device where it is used.

Split Line

With a line that had grown as wide as ours, one general-line salesman could not be expected to do justice to everything. So we decided to split the line. From here on out our salesmen would specialize. This meant we would have to strengthen salesmen's product knowledge in their respective fields. Hence the national sales training session.

Entire low-voltage equipment sales force was brought in to the main plant, Newark, N.J., in three groups. Each group spent four days at the sales training session—from Monday to Thursday. Meetings were spaced over a three-week period so that two thirds of the sales force remained in the field at all times. At the same time, groups were small enough to give the men virtually individual briefing and be easily handled.

Technical Information

National training session was designed to present technical information as dramatically as we knew how — and planned in advance down to the last minute detail. From our planning sessions, in which everyone including our advertising agency participated, a theme "something to crow about" was chosen to dramatize our growth, our complete distributor product line, and the intensive quality control going on at the manufacturing end.

Our salesmen already had received solid basic training. This briefing was intended to sharpen their technical understanding, acquaint them with new products soon to be introduced, and show the quality being built into each product of the line. And, above all, when the sessions were over, sales management had to know if our message had gotten across.

To backstop headquarters engineering and production people, we invited suppliers to join us in explaining how

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where to check for
new markets—in-
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shows in allied
fields"**

You can know, too. See page 37



quality was built into Federal Pacific products. We felt the shock value of an outside expert, standing on Federal Pacific's production lines, would have lasting impact. He could explain, in a convincing manner, why a particular finish or type of steel or paint improves our circuit breakers or steel enclosures.

Nothing was left to chance. We built a tight fast-moving agenda using live roosters, rooster name buttons, rooster sound effects, plant tours, supplier presentations on the production line, films, slides, chart talks and many question and answer periods.

Throughout the technical lectures, visual "bits" about roosters were tied-in with the discussion to carry out the "something to crow about" idea.

Short Test Given

Kickoff day was spent on quality in engineering and manufacturing. Led by John Romano, plant manager, engineering and production people described shop methods used to maintain consistently high product quality. After a short written test (more

about this later) and a coffee break, the group was broken up into small units of six, and taken on a plant tour by a top-management guide.

Plant tours were timed so individual sales representatives could see and feel products in the making. Guided tours also served to lessen the gap between production and selling minds, as production supervisors explained how their departments operated, and answered on-the-spot questions. Shop noises were overcome with battery-powered portable amplifiers.

Here's where our suppliers fitted in beautifully. Representatives of DuPont, Oakite and Bethlehem Steel set up product displays—right at the point of manufacture where their products are used. As specialists, these suppliers' representatives were able to explain why their products gave ours built-in quality. One reason this part of the program was so effective was the high caliber of men sent by suppliers, one of whom was a vice-president. Besides answering questions, representatives handed out technical literature and sales aid material.

A Bethlehem man told about steel—why we used high-grade steel and improved galvanized sheet. He pointed to superior adhesion of zinc in terms

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of our product need — using samples of products in work as an illustration. Oakite outlined the surface treatment of steel for perfect paint bonding. The DuPont man showed how far his company had researched our finishing problem, and how carefully a finish was developed to get the right one to meet our needs. Each supplier dramatized the points of product difference that could tip the scales in Federal Pacific's favor in the field.

After lunch, on a second tour, field men witnessed standard production testing and inspection methods first hand. Afterwards the men assembled to ask questions of both company officials and supplier representatives. This speedy, well-organized first day got the four-day meeting off the ground and set the stage for the next three days. Thereafter, when product managers demonstrated individual product design features, the men could recall quality control procedures they had seen. Our using the first day for plant tours gave sales management a chance to examine test results and reshuffle the coming three-day agenda to cover salesmen's weakest points.

Remember, we were striving to help our men become sales specialists

in every sense of the word, so the first step was to find out where they were weak. That's why we gave the field men a test right after the plant manager's introductory remarks. That same night, after the first day of plant tours, sales management rolled up its sleeves and burned the midnight oil. We examined our meeting plans—in the light of what we had learned in the tests before the three-day sessions—to give us checkpoints. We reshuffled in some spots, cut in some areas and beefed up in others. Films, charts, slides and talks were tailored to the men's needs.

A live rooster started off every new daily session. During meetings, artificial rooster noise makers sounded-off, emphasizing key points. Each salesman was given a complete kit which included a meeting agenda for each day, a folder of names and pictures to identify department heads, up-to-date technical and sales information, field procedures, new product information and even a complete book on motor controls to take home. Meetings were kept alive by frequent coffee breaks, visual presentations, plant tours, question and answer periods, and product demonstrations.

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James M. Powell
Managing Director

THE *Jefferson* HOTEL

WRITE FOR
BROCHURE

RICHMOND, VIRGINIA

We planned two daily sessions away from the plant to have a more informal air, and to get the field salesmen to participate more actively. This change of pace was particularly important in keeping the meeting moving along.

So, on the second day the men met in a local hotel. Distributor Products Manager Mike St. John revealed improved features of the product line. Visual aids and lively off-the-cuff discussions on problems likely to be encountered on the sales firing line accompanied each product introduced.

Returning to the plant, the third day was spent on product analysis. And here's where our initial testing helped most. From 8:30 AM to 12 noon heads of departments analyzed their products in terms of overall market and type of individual customers. Afternoon was spent on technical details of equipment related to the distributor products line—bus duct, motor controls, panelboards and switchboards. Technical sales experts banged away at "taking-off" specifications, prospecting, quoting, working with contractors and architects. To cap the day, we unveiled new products and discussed improvements soon to be made in existing products.

Fourth day was a wrap-up session on general sales techniques. All previous topics were reviewed as the men themselves set the pace by bringing up subjects for discussion. R. L. "Doc" Wagoner, our sales training consultant, explained how to conduct a distributor's sales meeting by staging one.

After the final day's session the men were given another written test for comparison with the earlier one. Later, at the wind-up banquet, these final results were announced. We revealed to the men how much they had learned.

When every man had been through the sales specialist meetings, management studied results in detail. We were now in a position to plan follow-up sessions on a regional basis, running review sales meetings to nail down subjects that the tests showed did not get across.

Among many secondary results accomplished by the Newark sales meeting was an immediate upswing in sales morale, better and more detailed reports from the field, and increased cooperation between field salesmen and various manufacturing departments. Our main goal—that of making a smooth transition from general line salesmen to sales specialists—got a fine start and should be a reality in the very near future.

The End

IF YOU'RE GOING THEATRICAL HERE ARE TIPS ON:

- | | |
|--------------------|----------------|
| 1. Planning Time | 6. Music |
| 2. Theme Selection | 7. Costumes |
| 3. Facilities | 8. Stage Hands |
| 4. Casting | 9. Sets |
| 5. Rehearsals | 10. Costs |

Putting on a Show?

BY WALTER R. PICK

*Byron-Pick Associates**

There are two methods of approaching the tasks of an industrial theatrical show. First is a company do-it-yourself plan. At the helm is a company executive responsible for everything from travel to hotel accommodations to producing the show. This is a back-breaking task and often results in valuable man-hours lost in the performance of the executive's normal duties. Second is to engage

an outside professional service to take over the production of a custom-built integrated program.

Purpose of this article is to offer some helpful suggestions should you be considering an outside service, and some- and money-saving tips should you prefer to do-it-yourself.

If you have selected an outside producer allow more time for planning and preparation than you think you will need. It is true some people

* Beverly Hills, Calif.



"Not yet, Miss Burrows. I'll tell you when to come out!"

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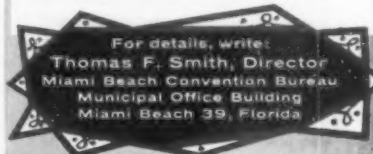
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seem to work better under the pressure of a deadline but it is a short cut to an ulcer. More time you and your committees can spend in exchange of ideas with the producer and his staff (writers, directors, etc.) more rewarding will be the end product.

Learn About Company

The producer should learn as much as possible about your company, its sales promotion program, its products

and its policies. Visits to plants or factories, and talks with personnel directors and employees, advertising agency, salesmen, distributors and consumers are often of great value to the producer and his staff. Combination of the producer's professional background and his newly gained knowledge of your company will be a tremendous advantage when the time comes to write the script.

A colorful and lively theme for your show is an essential factor. It is the springboard for your lead-up promotion, for the show itself and for

the development of effective follow-up programs. A production created around a drab and lifeless theme will have little impact on your audience. Your producer can be helpful to you in avoiding this danger. Since showmanship is part of his business, he should be able to make suggestions of themes that have dramatic values.

Facilities Important

Facilities available to you for your show are another important factor. Don't book your space until you know exactly how big a physical production you are going to have. This will avoid having your presentation either dwarfed by the enormity of a room or pinched by cramped quarters. Such a situation would cost you additional money at the last moment if you had to expand or contract the production to fit the facilities.

Of next importance is the selection of your cast. If your cast is professional it is chosen to fit the roles of a finished script. Selection is the responsibility of the producer and one in which he should have a free rein. This would also be the case should the cast be selected from company employees, thereby avoiding your involve-

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A. M. QUARLES
VICE PRESIDENT
AND GENERAL MANAGER

M. P. MATHEWSON
SALES DIRECTOR

ment in personalities and hurt feelings. You will be surprised how many of your fellow workers have longings to be thespians and how highly they regard their own talents. Under these circumstances, should you reject them, it possibly might reflect on their future attitude toward you. There is always the comment, "What does he know about real talent?"

Although I say that you cast professionals to fit the script, this is not good policy with amateurs. After the theme has been established and before any writing takes place, auditions should be able to ascertain the talent available in your organization. Following this procedure the script can then be written to incorporate and integrate the theme, product and talent.

Work with Amateur

Should you use your own people, make sure the director has worked with amateurs before. This is imperative. A director working with paid professionals has the right to demand of his performers perfection. He obtains this from them by employing a show business jargon as alien to the layman's ear as electronics would

be to the theatrical professional's.

The director, with patience and understanding, must be able to convey his ideas to the amateur in language he understands. And, above all, he must maintain a spirit of enthusiasm in his cast. Since it has no appreciable technique to fall back on should anything go wrong, only bright spirits will carry cast members through, and without this quality, an amateur performance is deadly.

With a cast of company employees, sufficient rehearsals are a must. They haven't the technique or experience

to cover up a mistake. They must know absolutely what they are to do every moment. More involved the production, more hours of rehearsal and coordination are needed. A 45-minute presentation made up solely of dialogue would naturally need less rehearsal than one involving dancing and singing as well. As an example, a 45-minute performance with a cast of 40 non-professionals, music, dancing, special material (lyrics and sketches), costumes, orchestra, lights, set pieces and props, can easily eat up over 120 hours within a period of

for
personalized
exhibits

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Forgive our immodesty, but this is no idle boast. In our first year of operation, sixty progressive and forward-looking trade shows and conventions, used our excellent facilities. Because of the resultant demand for additional bookings, we are now in the process of planning substantial expansion. If you too, are interested in greater acceptance and enthusiastic reception for your show, call or write us. There's no obligation!

DUANE W. CARLTON, President

New York TRADE SHOW BUILDING

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LONGacre 4-4100



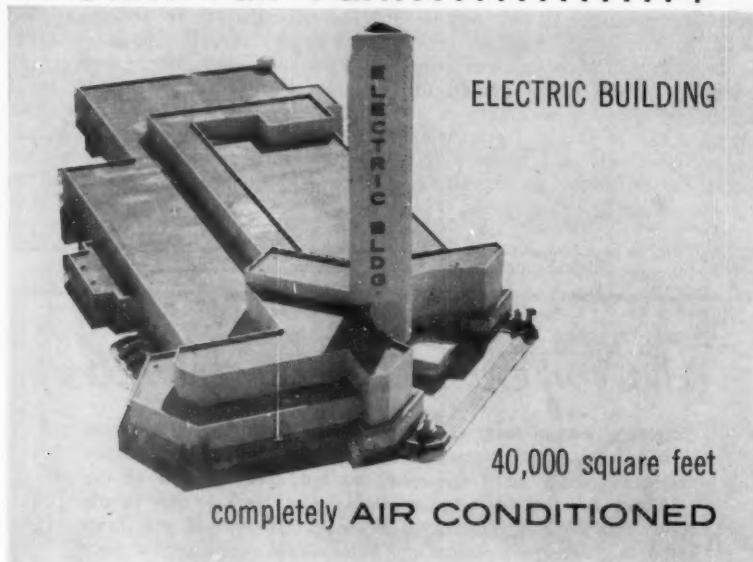
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at State Fair Park.....4



The handsome, newly decorated, newly *air-conditioned* Electric Building contains 40,000 square feet of exhibit space. The site of scores of trade shows, conventions and meetings, it connects easily to the nearby Women's Building for a total of 86,000 square feet of air-conditioned exhibition area.

It, like other facilities at State Fair Park, is accessible to three auditoriums of varying size on the grounds—all just ten minutes from the hotel center of Dallas.

For giant shows or small meetings, State Fair Park in Dallas offers you more. Write today for complete details to Sales Department, State Fair of Texas, P. O. Box 7755, Dallas 26, Texas.

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California's Ideal Conventionland



**Personalized Service
Assures Successful**

- ★ Business Conferences
- ★ Sales Meetings
- ★ Conventions

Write Monterey Peninsula
Visitor and Convention Bureau,
Dept. S, Box 489 Monterey, Calif.

three weeks. With professionals the same show could be put into shape in about 40 hours of rehearsal time.

As a precaution, should you tour a show with professionals or amateurs you should know your people as individuals as well as performers. This would not be a factor for a one-shot performance on home territory. However, having to live and work together in harmony on the road for several weeks presents obvious problems. A tour is often exhausting and fraught nerves can lead to friction among members of the cast. This unhappy situation can reflect in the performance which in turn might affect your sales. You want troupers who take the good with the bad and whose main interests are in top notch performances.

If music is to be used it is best to select standard tunes. This will give emphasis to any special lyrics as your audience will be familiar with the music and can concentrate on the sales message of the lyrics.

Avoid Special Music

There is also a very practical reason for avoiding special music. It is costly. It must be composed; arrangements and orchestrations have to be made, and instrumental parts copied. This can cost as much as \$350 to \$1,500 for one tune. There are good arrangements and orchestrations for the ever popular standards for as little as \$1.50. Only additional cost would be for the special lyrics.

Unless a healthy budget is provided for custom-made costumes, it is wisest to plan on a contemporary wardrobe for the cast. Most industrial shows are performed fairly close to the audience's eyes and do not have the advantage of a stage separated by an orchestra pit and fantastic lighting. Consequently, inexpensively rented costumes usually look shabby to your audience. And if you have to buy contemporary clothes they will cost you less than having special outfits designed and made by a costumer.

I'm all for wardrobes being especially created for a show and executed by experts who know what will look best behind theatrical lights. But, if your budget won't allow anywhere from \$150 to over \$1,000 a costume, you have to think of other ways to work out your problems. If you are touring a show over a period of weeks or months, then it may be more economical per performance to go to a specialist. And if they are in good condition after the tour, some costumers will buy them back for future rentals. In some instances costumes

are made at cost with the understanding they go back to the costumer for rentals after they have served their purpose to you.

Incidentally, there are only three cities—New York, Hollywood and Chicago—in this country where you can find a large collection of costumes from which to select for rental. If you do not reside in these cities you had better include transportation in your budget for the cast to and from them for the selection and fitting of costumes. With a general knowledge of sizes, one person could make the selection and costumes could be shipped to home base for alterations. This is not, however, the most satisfactory method. Rental costumes have been taken in and let out so many times, original size markings don't mean a thing. You often have to try on several before you will find something that even remotely fits.

Rip Plays Havoc

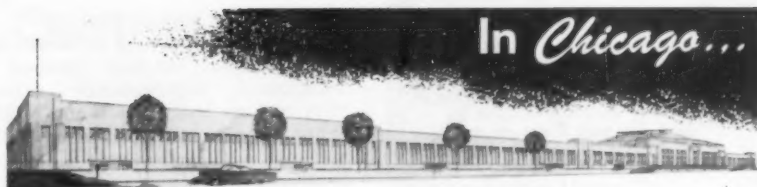
Although costume fit and appearance are important, you also have to take into consideration the physical movements the director may require of a dancer or actor. A ripping garment not only plays havoc with the performer but can have a devastating effect on your audience.

Next to what can be seen "out front," the most important concern is what goes on back stage. Since few shows tour with their own stage hands and light men, be sure you know from the management of the facilities you rent how large a union crew is included. And make certain your agreement provides sufficient technical rehearsals. Some light men—and they are essential—are quick to pick up cues and others need more time. This depends largely on how intricate your light plot is.

Overtime Costly

Always remember that running into overtime in show business is costly. Since the union won't allow anyone but a member to operate equipment, one way to avoid overtime is to have someone thoroughly familiar with the production stand by the switchboard or spots and cue the light men. You can assign some member of your staff to do this job. But be sure to select someone who knows what he is doing and is able to attend rehearsals.

We are all familiar with the disastrous results of a faulty audio system. Make certain you have the best equipment and that it is thoroughly



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Club facilities

**"Now I Know . . .
where to find a list
of trade shows that
gives exact dates,
cities and man in
charge."**

You can know, too. See page 37





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Located in a 15-acre
garden estate on
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An extensive range of modern
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WRITE FOR BROCHURE—see why Great Oak
is called "The Key Largo of the North".

GREAT OAK

LODGE and YACHT CLUB

Fairlee Creek, Chestertown, Md.
Robert C. Trier, Jr., General Manager

checked before each performance.

In planning sets keep them as sim-
ple as possible. In most instances I
recommend impressionistic rather
than realistic backgrounds and props.
They are more portable, more color-
ful and more interesting. They are
especially helpful to a comedy or fan-
tasy sketch or number.

First question asked of industrial
show producers is, "How much is all
this going to cost?" This depends en-
tirely on circumstances and factors
involved. Most costly are, naturally,
the big shows that tour major markets
and are financed by multi-million dol-
lar corporations. This should not dis-
courage those companies that are not
among the giants of industry. A
budget from \$3,000 to \$15,000 can be
sufficient for a 45-minute to an hour
program (I don't advocate a longer

show) which would include produc-
tion, direction, script, musical ar-
rangements, a professional cast, cos-
tumes, lighting, settings and props.
Naturally, the \$3,000 budget is more
restricting. But with cooperation
from your art department and the
advertising agency, and by using many
other such services available, it need
not be less colorful or less effective.

In closing, one final word of ad-
vice. Regardless of budget, be sure
your production has dramatic impact.
Dramatic impact is achieved by apply-
ing showmanship—a sense of timing
and application of theatrical tech-
niques for dramatic values. Show-
manship is good salesmanship and only
by applying it to your message will
you obtain value for every sales-pro-
motion dollar spent.

The End

Snow in Hawaii

"Business will snowball" was the
theme of Hawaiian sales meeting
of Maytag appliance dealers with
real snowballs to drive the point
home. George Caddoo, (left) man-
ager of export for the appliance
firm, had 200 snowballs flown in by
United Airlines from Des Moines.
Snowballs, made by a bunch of
youngsters and packed in dry ice,
were ready for use—probably the
first snowball fight in Honolulu
history—when they arrived.



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King's Gateway Hotel and Inn has all modern facilities for Meetings with no outside interferences, plus planned year-round recreation.

Private golf course—tennis—horseback riding—excellent fishing—nightly dancing and entertainment. Fall and winter sports include skiing—3 ski tows (instruction and all necessary equipment available)—snowshoeing—tobogganing—skiing—skating—ice fishing—hunting.

Meeting and Dining space to accommodate groups up to 150 persons. American Plan available. All inquiries appreciated and answered promptly.

Write—John J. Garber, General Manager, Telephone: Land O' Lakes 2811

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LAND O' LAKES, Wisconsin**

CHICAGO OFFICE
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Turn Shopping Centers Into Exhibit Sites

Large regional shopping centers offer a ready-made exhibit area for wide awake exhibitors of consumer goods. Majority of shoppers are young suburbanites with growing families—good sales prospects.

When Ford Motor Company fielded its traveling exhibit "Design for Station Wagon Living" officials decided to send it to major regional shopping centers only "because we felt that these centers offered a large ready made audience of shoppers who were specially good prospects for station wagons and our other products," says H. H. Phillips, of the Shows and Exhibits Department. "Shows of this type are welcomed by the centers, who find that attractions of this type help bring in more shoppers," he adds.

Outgrowth of Book

Exhibit, featuring camping and recreation equipment especially designed for use with station wagons, is an outgrowth of Ford's "Treasury of Station Wagon Living"—book listing camping sites and camping gear available to the station wagon traveler. All items exhibited have been tested by the editors and many are discussed in the book.

Traveling exhibit uses five station wagons — two Fords, two Mercurys and one Edsel—and two vans. Each van holds two station wagons with the fifth leading the way. Camping equipment is loaded into the wagons and the pylons and fence are stowed on the van floors. Sides of each van advertises the exhibit, making an effective billboard both enroute and at the exhibit area.

Crew of Three

Crew consists of two drivers and a crew chief. Female model is hired locally at each stop to demonstrate the equipment.

Planning the itinerary and obtaining bookings was an easy matter, reports Phillips. Field public relations managers sold the show to shopping centers in their own areas and helped the home office set up the itinerary.

Ford has nine field public relations offices scattered across the country. Ford's own Shows and Exhibits Department produced the show and assembled the more than 250 different items exhibited.

Four Displays

Show is divided into four separate displays of equipment for "state park touring, picnics and the beach, for the hunter and fisherman" and items for "comfort and style." Articles displayed include boats, carriers, heating and lighting equipment, stoves, coolers, bedding, tables and tents. Decorative fencing separates the different displays.

Exhibit first opened in Detroit last June. In five months it visited 12 shopping centers in 11 cities throughout the country and was viewed by 1,135,000 persons, say Ford officials.

Show began its 1958 tour in Miami, Fla., on February 6, with a 10-day stay at the 163rd Street International Shopping Center. From Miami, exhibit moves north, stopping at major shopping centers throughout the Midwest.

Local Tie-In

Local dealers are invited to bring station wagons from their showrooms to the exhibit and put them on display. These are in addition to the five regular exhibit wagons. Ford supplies free mats for tie in advertising in local papers and also plugs the show nationally whenever possible. In addition, Ford makes colorful signs and posters available with space to imprint the local show area and dates.

Ford officials call the show "a success in every respect." Publicity has been good, they report, with television coverage in many spots.

"Public attendance has been very heavy, with the shopping centers reporting larger than normal crowds," says Phillips. "Ford and Mercury dealers tell us they are making sales as a result of the show," he adds.

The End

America's
most distinguished
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Four meeting rooms accommodating up to 125. All guest and function rooms air-conditioned. Championship golf course at door, tennis, private beach, fresh water pool, pitch and putt golf, fresh and salt water fishing.

National and regional associations and companies find Ponte Vedra "tops" for meetings from September through February and from May 1st to June 15th. Write for details. Address Luther N. Grimes, Gen. Mgr., Ponte Vedra Club, Ponte Vedra Beach, Fla. Call Ponte Vedra 5-2121. Nat'l. Reps. R. F. Warner, Inc.



à votre service!

Seldom can a group find a complete village at its disposal, with every service, every facility, every luxury available to bring about successful meetings.

Such a village is Mont Tremblant Lodge, where our 20 years of experience with both small and large organizations (up to 325 persons) assures our guests an experienced staff to handle all details, as well as the traditionally excellent accommodations and food which have made The Lodge internationally famous.

Rates are surprisingly modest, and the opportunities for relaxation unsurpassed, with every sport represented on our 6000 acres of Laurentian mountain beauty. Your inquiry is invited.



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The New Air-conditioned

General Oglethorpe

HOTEL GOLF CLUB COTTAGES

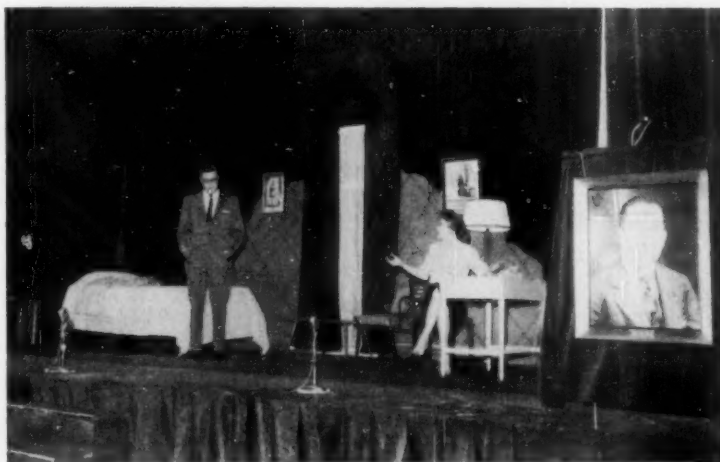
The new ownership of this fine resort has Million Dollar-ized the property . . . Hotel is 100% Air Conditioned New Exposition Hall seating one thousand plus numerous other meeting and Dining Rooms. 18-hole golf course on our own grounds, giant outdoor pool, boating, fishing, tennis, dancing. Attractive convention rates. Write for color brochure and information.

LOYD BUMPAS
General Manager

On Wilmington Island near historic
SAVANNAH



TOP PRIZE in parade competition went to "prisoners" led by Overhead "policeman".



SKIT subtly pointed out need for distributors to adopt modern selling tools.

Matches Meeting to It's Modern Concept

When Overhead Door went all out to "sell" need for changing methods of distributors, it changed its methods, too. For first time, Overhead meeting had showmanship.

Overhead Door Company practiced what it preached when it told its distributors to "Look Ahead, Plan Ahead and Go Ahead." Company revamped its meeting techniques, outlawed long speeches and lengthy product demonstrations. Hartford City, Indiana-based manufacturer of over-

head doors, planned a distributor sales convention with a minimum of speeches, broken up by skits, frequent change of speakers and plenty of visuals.

To encourage participation by everyone, Overhead gave each of its 10 district sales managers \$75 to



FIRST ORDER for table exhibit is placed by only lady distributor, Mrs. Sexton.



NEW DOOR, on display on the mezzanine, gets a close inspection by distributors.

spend for headdresses and costumes. Distributors from each district would march together at the convention under their own banner. Idea was to create a team spirit and add a little fun to the convention.

Meeting, staged at French Lick Sheraton, November 18-20, had a three-fold purpose: to introduce a new door, sell distributors on Overhead's 1958 Stock Plan (discount given on stock doors purchased during slack period) and to promote the use of modern selling techniques. "We wanted to remind our distributors of the need to change with the changing times and the need to adopt new, sophisticated selling methods and sales tools immediately," says Ellis Hilliard, merchandising manager. Wilding Picture Productions, Chicago, was called in to produce a three-act play which would get all three points across to distributors in an entertaining manner.

With the convention scheduled to

open Monday, Overhead officials began to arrive the preceding Thursday. Thursday evening all 10 district sales managers met with Overhead executives and Wilding personnel for a briefing on the play script. Everyone attended the dress rehearsal on Friday where last-minute problems were ironed out.

Saturday morning district managers met again to lay plans for separate district meetings each would hold for his own distributors on the last day of the convention. Managers received a file folder of sample materials, plus a plastic-bound book containing an advance summary of convention highlights, digests of sales bulletins and copies of speeches to be presented at the convention. Important part of the packet was a supply of order blanks — distributors would be asked to place their 1958 orders at the distributor meeting.

Sunday morning managers met again for another sales briefing by

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The perfect setting for successful conventions . . . large or small. The Berkshire Hills, site of the Tanglewood Festival, offers unexcelled hotels and resorts, all sport facilities, theatres, museums, and art galleries. Ideally located . . . 135 miles from New York and Boston.

For complete information on group meeting facilities in the Berkshires, write
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BERKSHIRE HILLS CONFERENCE,
50 SOUTH STREET, PITTSFIELD 96, MASS.**

334,000 SQUARE FEET

OF AIR-CONDITIONED
EXHIBIT SPACE
at the

Morrison Hotel

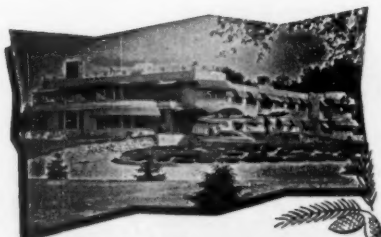
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Chicago

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- function room floor accommodates 50 to 2500.
- 900 exhibit rooms and exhibit halls for 1250 exhibitors.
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JOHN LOGSDON, Dir. of Sales

TELETYPE CG 1685 FRANKLIN 2-9600





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NORTHERNAIRE
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Phone Three Lakes 4811



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Hotel President

personalized service for conventions up to 500 and conventionally priced

- 400 "comfortized" air-conditioned rooms—18 suites—free radio and running ice water in every room.
- 2nd Floor expressly designed for your needs—especially equipped conference and dining rooms.
- Main ballroom capacity—Meeting 800—Dining 600—Junior ballroom & Aztec room 250. Closed circuit telecast facilities available. Drum Room & bar featuring famous cuisine and entertainment.
- Ideal location in the heart of Kansas City 6 min. from Union Station & Municipal Airport 1 block from Municipal Auditorium. Garage & parking facilities adjacent.

• for illustrated brochure write: Convention & Catering Dept.

HOTEL President

14th & Baltimore • Kansas City, Mo.

Overhead executives.

Sunday afternoon distributors arrived and were feted at a coffee reception on the hotel mezzanine where Overhead personnel had set up exhibits.

At President's Breakfast, Monday morning, President Paul W. McKee awarded 25-year service pins to "Veteran Look-Aheaders" and enlisted their help in "activating and counseling their younger associates." Convention theme was thus highlighted.

After breakfast, distributors separated into groups and marched into the hotel auditorium with banners flying. They sported sombreros, confederate hats, Dixie ties, Indian head-dress and coonskin caps. One district conducted a dramatic funeral march for its competitors, and another, the winner, marched dressed in prison stripes and led by an "Overhead Door policeman." Prize was a gold wrist watch which went to the winning district sales manager.

Company tried a different approach in presenting its corporate progress report. General Manager Neil Stewart and General Sales Manager Tyler used a question and answer technique and informal discussions.

Merchandising program, presented Monday afternoon, featured the latest developments in prefabricated direct mail and colorful, mobile, point-of-sales displays. New 1958 Star Salesman contest was announced and winners of 1957 contest were announced. Previous year Overhead had conducted incentive campaign with top prizes going to distributor salesman with most sales. Prizes ranged from merchandise to a vacation for two in Havana with a \$300 clothes allowance. Gold watch was awarded to salesman in each district with the most new customers.

Tuesday morning was devoted to the play "The Devil to Pay." Plot featured a representative distributor, his wife and son, an angel and the devil. Objects of the play, says Hil-

liard, was to "inspire our old line distributors into progressive business action. To avoid any possible sensitivity on the part of older men, we made the father progressive and his son the hang-behind character." Son, always content to do things the old way, is attracted to girl who works in the company office. Girl (who is really an angel sent down from heaven to look after distributor's business) repulses the boy and his evil designs. Boy makes a pact with the devil who agrees to help him win the girl's affection. Devil assumes the body of an Overhead Door district sales manager and counsels boy in good selling techniques that will make him a good doorman and more attractive to the girl. District manager (really the devil) helps boy win girl, but good conquers evil and he is foiled again, but not before he gets across the advantages of modern selling tools.

"Plot sounds involved and far-fetched, but it went off very well and really wowed our distributors," reports Hilliard. "It was easily the highlight of the convention."

Immediately after the play distributors met with their sales managers and placed their orders for 1958 for both the stock plan and merchandising materials. Convention wound up same evening with a cocktail party and banquet.

Overhead officials are enthusiastic with results of their "modern meeting," with much of the success being attributed to the play. Says Hilliard, "Total reaction was one of satisfaction with the experiment using the full, professional treatment, which incidentally can give a relatively small client the benefit of its big league experience with its large customers."

"Perhaps the greatest dividend was the motivation given distributors to 'Go Ahead' with new tools and modern selling methods."

The End

"Now I know... how to keep track of all conventions that might be of importance to my company"

You Can Know, Too. See page 37.



Sales at Dealer Meetings More than Double Goal

J. I. Case uses biggest domestic airlift to bring dealers into Phoenix for demonstrations of new equipment. Over 4,000 tractor dealers flown in shifts—300 to 500 a week.

One spectacular meeting can rack up more sales and generate more enthusiasm than a dozen regional meetings, say J. I. Case Company officials.

Wanting to do something different to introduce its new line of tractors Racine-based firm canceled regional meeting plans and decided to fly in dealers to one big premiere at Phoenix. All Case dealers with an annual sales volume of \$10,000 or more were guests of the company.

Original plans called for 11 three-day meetings—to handle dealers in shifts—to be held in Phoenix between November 14 and December 21. Meetings were so successful that two more were added to the schedule. United Airlines solved a big problem by providing charter flights to and from Phoenix. More than 4,400 dealers were flown to Phoenix—largest domestic airlift in history.

Premiere began with a goal of \$75-million worth of dealer orders. Goal was topped at the end of two weeks.

When the meeting ended more than \$154 million of new equipment had been ordered.

Phoenix was chosen as the meeting site because weather would permit outdoor demonstrations and area would appeal to dealers. Premiere started week early with a special showing for more than 300 agricultural editors, brokers and other guests.

Two Groups a Week

Each week two groups of 300 to 500 dealers and prospective dealers were flown in from the United States, Canada, and Alaska. Sunday and Wednesday were arrival days for new groups. Same planes that brought new arrivals carried out guests of the previous meeting.

Special reception was held for each group on the evening of arrival at

Hotel Westward Ho, where most of the dealers were housed. After a group breakfast next morning, dealers boarded special buses for Litchfield Park—20 miles away.

There, on a large field, company had erected three tents, each 90 by 260 feet. Center tent was used for the show with two outside tents used for housing equipment and serving lunch.

Tug-of-War

First session lasted more than two hours. Hit of the show was a tug-of-war between a Case tractor and a competitor's. A 16-piece orchestra was on hand to pace the show. Test track, size of a football field, was set up in an adjoining area and dealers had an opportunity to try out equipment personally. Returning to the meeting tent, dealers were briefed on the equipment, plus company's future advertising and sales promotion programs.

Second day, more detailed discussions were held on the equipment and dealers placed their orders as the equipment passed in review.

Enthusiastic Case officials say more Phoenix-style meetings will undoubtedly be held. "Stars" of future meetings are already on the drawing boards, says L. V. Owen, director of advertising. **The End**

How to Combat Show Fire

When fire destroyed one-third of Swimming Pool Show, management had to work fast to restore order, convince press show was not dead. It wasn't. It reopened next day.

Acid test for any show management is how well it handles unexpected emergencies. Swimming Pool Institute Exposition passed the test with flying colors when it reopened its show 24 hours after a \$200,000 fire.

Fire in the exhibit hall of the Shamrock Hilton completely destroyed nearly one-third of the booths. Hangings and backdrops were ruined and heavy equipment was twisted into uselessness by the extreme heat.

With many of the 1,000 members of the National Swimming Pool Institute yet to visit the show plus high public interest, Show Manager Bob Kenworthy decided to push for opening on Wednesday, the day after the

fire. Added factor, reports Kenworthy, was that this was the institute's first show—it had to be successful.

First Problem

In a hastily called conference, Kenworthy recalls, "We decided that our first problem would be that of preparing our statement for news media. We hoped the story would be presented in such a way that the public would realize we meant to reopen the show on schedule and that we still had plenty of booths worth seeing."

News media, of course, were interested mainly in the emergency itself. "Their copy centered around

what damage was done, the twisted mass of wreckage and the smoke damaged booths," says Kenworthy. Kenworthy tried to emphasize that although damage was heavy, two-thirds of the show remained. Statements to the press linked damage estimates to overall worth of the show. Thus, instead of just announcing \$200,000 damage, announcement emphasized that the entire show was valued at \$2 million. "While \$200,000 worth of damage sounds like a great deal, when you take it as a wedge out of a \$2-million pie, you see it in its proper perspective," explains Kenworthy. We found newsmen very cooperative, he adds.

Order in Six Hours

Restoration of order was accomplished in less than six hours with the help of exhibitors, convention and exposition officials and hotelmen. "Everybody pitched in and we all worked overtime. But we opened on schedule," says Kenworthy. **The End**

ONLY
58
STEPS TO THE NEW
COLISEUM

**WORLD'S LARGEST
EXPOSITION CENTER**

Yes, we counted them—only 58 steps from our 58th St. entrance to your exhibit at the Coliseum.

Make your headquarters here at the Henry Hudson Hotel and save time, money and energy.

1200 Rooms **1200 Baths**
Single \$5 to \$8 Double \$9 to \$15
You'll enjoy The Voyager, our new dining and supper club. Entertainment by name bands. Now open—New Chart Room Bar and Restaurant.

• Banquet and Meeting Rooms
• Ample Parking — 2 Cocktail Lounges.
Swimming Pool and Sun Decks
Complimentary to Guests

ALBERT F. KOENIG—Gen. Mgr.

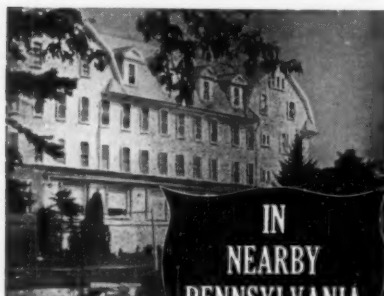
Frank W. Berkman, Dir. of Sales



*Henry
Hudson*

**HOTEL
CO 5-6100**

353 W. 57th St., New York 19, N. Y.



**IN
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PENNSYLVANIA**

**COMPLETE
CONVENTION FACILITIES FOR
MEDIUM & SMALL MEETINGS**

A fine hotel, equipped with every modern technical and physical aid for successful meetings, in a scenic setting, at the "top of the Pocono Mountains." Rooms with bath, phone. Cottage accommodations available for greater privacy. Fine food. All sports facilities. Special Convention rates.

During past five years Skyline has established an enviable reputation as host to many nationally known Companies. (Names on request).

90 miles from N. Y. and Philadelphia.

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AND COTTAGES
Mount Pocono, Pennsylvania
Edward C. Jenkins, Manager



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It's a pleasure to concentrate on the business at hand in the handsome setting of the St. Moritz. Function rooms are completely isolated assuring privacy and quiet for your group. And the famed St. Moritz service and cuisine add immeasurably to your affair. Newly decorated private function rooms accommodate from 10 to 300 for directors' meetings, sales meetings, luncheons, banquets, receptions or testimonial dinners. For an especially beautiful setting, choose the Sky Gardens or Terrace Club, overlooking Central Park from high atop the St. Moritz.

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GARRY HIERS, Director of Sales

Florida's Famous

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A distinguished hotel
with excellent
meeting facilities...

...for groups that demand the finest. 18 hole championship golf course. Olympic Swimming Pool. Many other sports. De Luxe accommodations for 330.

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Opening Winter 1958: the deluxe Ponce de Leon Golf and Motor Lodge, with top facilities and accommodations for 140.

Hotel Ponce de Leon

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WASHINGTON'S MOST DISTINGUISHED MEETING PLACE!



... with every modern
facility for a conference
or a convention

The Willard has been restored to its original splendor—and transformed into Washington's finest meeting place. Spacious ballrooms, eleven additional meeting rooms, expanded dining facilities—all air conditioned (Cap. 20 to 1500). Write for complete convention information.

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To assist with your plans we offer The HOTEL DENNIS "Call to Convention" organizing brochure. Separate folios on rooms, private meetings, dining and exhibit requisites, entertainment, miscellaneous features. Ample space for notes and records, plus a coordination folio for the convention chairman.

The DENNIS proudly announces completion of Atlantic City's newest convention facilities, accommodating up to 800.

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Boardwalk at Michigan Avenue
ATLANTIC CITY 4-8111



BEST I'VE HEARD

An exchange of anecdotes and facts to help a speaker spice his speech and make a point.

Subject: BANKING

Mrs. Dobson, a newlywed, received a call from her bank. "I want to inform you," said the businesslike voice on the phone, "that as of the first of August, your checking account is overdrawn to the amount of \$93.61."

"Is that so?" said Mrs. Dobson, who paused for a few seconds to determine what husband Henry would say in such a situation. Finally, she said, "Will you do me a favor? Will you look up my balance for the first day of July?"

"Certainly," said the bank clerk who came back to report, "On the first of July you had a balance of \$243.86."

"See," said Mrs. Dobson, "and did I call you up?"

Subject: IMMEDIACY

When Tony's wife passed away, he was almost inconsolable. At the cemetery he almost collapsed with grief; in the car riding back to his home his whole frame shook with wild sobs.

"Now, now, Tony," soothed his friend, "it really is not so bad. I know it is tough now, but in six months maybe you find another beautiful bambina and firsta thing you know you get married again."

Tony turned in rage. "Sixa month!" he shouted. "What I gonna do to-night!"

Subject: PREACHING

In a little village the weather was so bad one winter morning that only one parishioner, an old farmer, showed up for service.

The minister looked at him warmly, and then said: "Mr. Jones, you're a farmer. Now if you went down to your pasture with a wagonload of hay, and only one cow would come to the feeding, you would feed her, wouldn't you?"

"Of course," said the farmer.

So the minister smiled kindly at the farmer, went into the pulpit, and preached the entire sermon, lasting

an hour and a half, for his solitary listener.

When he had finished he asked the farmer: "Well, what do you say?"

"Well," said the farmer, "I said that if I took a wagonload of hay to the pasture and only one cow showed up, I'd feed her; but I didn't mean I'd give her the entire load of hay."

Subject: NEW TITLE

For many years the editor of a small town newspaper had a sign over his desk that read, "Obituary Editor."

Recently, his son took over his post and promptly had the sign changed to read: "Son of Obituary Editor."

Subject: FLYING

A husband and his wife were on an incentive trip that he had earned by doubling his sales quota. For his wife it was her first plane flight.

The plane touched down in Chicago on its way to the East Coast and a little red truck sped out to its side to refuel it. The plane landed again at Detroit and again the little red truck dashed out to its side. When the plane touched down at New York, again the little red truck sped up to the plane.

"This plane," said the husband, "sure makes wonderful time."

"Yes," said his wife, "and that little red truck isn't doing bad either."

Subject: RIGHT PLACE

A salesman in a strange town was looking for a good church to attend on Sunday morning and happened into a small one in which the congregation was reading with the minister. They were saying: "We have left undone those things we ought to have done, and we have done those things which we ought not to have done."

The salesman dropped into a seat and sighed with relief as he said to himself: "Thank goodness, I've found my crowd at last."

SHERATON



FOR RESERVATIONS
BY THE NEW
4-SECOND
RESERVATION OR
DIRECT-LINE
TELETYPE, CALL
YOUR NEAREST
SHERATON HOTEL.

EASTERN DIV.
NEW YORK
Sheraton-East
(formerly
the Ambassador)
Park-Sheraton
Sheraton-McAlpin
Sheraton-Russell

BOSTON
Sheraton-Plaza
WASHINGTON
Sheraton-Carlton
Sheraton-Park
PITTSBURGH
Penn-Sheraton

BALTIMORE
Sheraton-Belvedere
PHILADELPHIA
Sheraton Hotel
PROVIDENCE
Sheraton-Biltmore

ATLANTIC CITY
Sheraton-Ritz Carlton
SPRINGFIELD, Mass.
Sheraton-Kimball

ALBANY
Sheraton-Ten Eyck
ROCHESTER
Sheraton Hotel
BUFFALO
Sheraton Hotel
SYRACUSE
Sheraton-
Syracuse Inn
Sheraton-
DeWitt Motel

BINGHAMTON, N. Y.
Sheraton-Binghamton
(Opens Early 1959)

MIDWESTERN DIV.

CHICAGO
Sheraton-Blackstone
Sheraton Hotel

DETROIT
Sheraton-Cadillac
CINCINNATI
Sheraton-Gibson

ST. LOUIS
Sheraton-Jefferson

OMAHA
Sheraton-Fontenelle

LOUISVILLE
Sheraton-Seelbach
The Watterson

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Sheraton Hotel
(Opens Early 1959)

AKRON
Sheraton Hotel
INDIANAPOLIS
Sheraton-Lincoln

FRENCH LICK, Ind.
French Lick-Sheraton

RAPID CITY, S. D.
Sheraton-Johnson

SIoux CITY, Iowa
Sheraton-Martin
Sheraton-Warrior

SIoux FALLS, S. D.
Sheraton-Carpenter
Sheraton-Catawba

CEDAR RAPIDS, Iowa
Sheraton-Montrose

PACIFIC DIV.
SAN FRANCISCO
Sheraton-Palace

LOS ANGELES
Sheraton-Town House

PASADENA
Huntington-Sheraton

CANADIAN DIV.

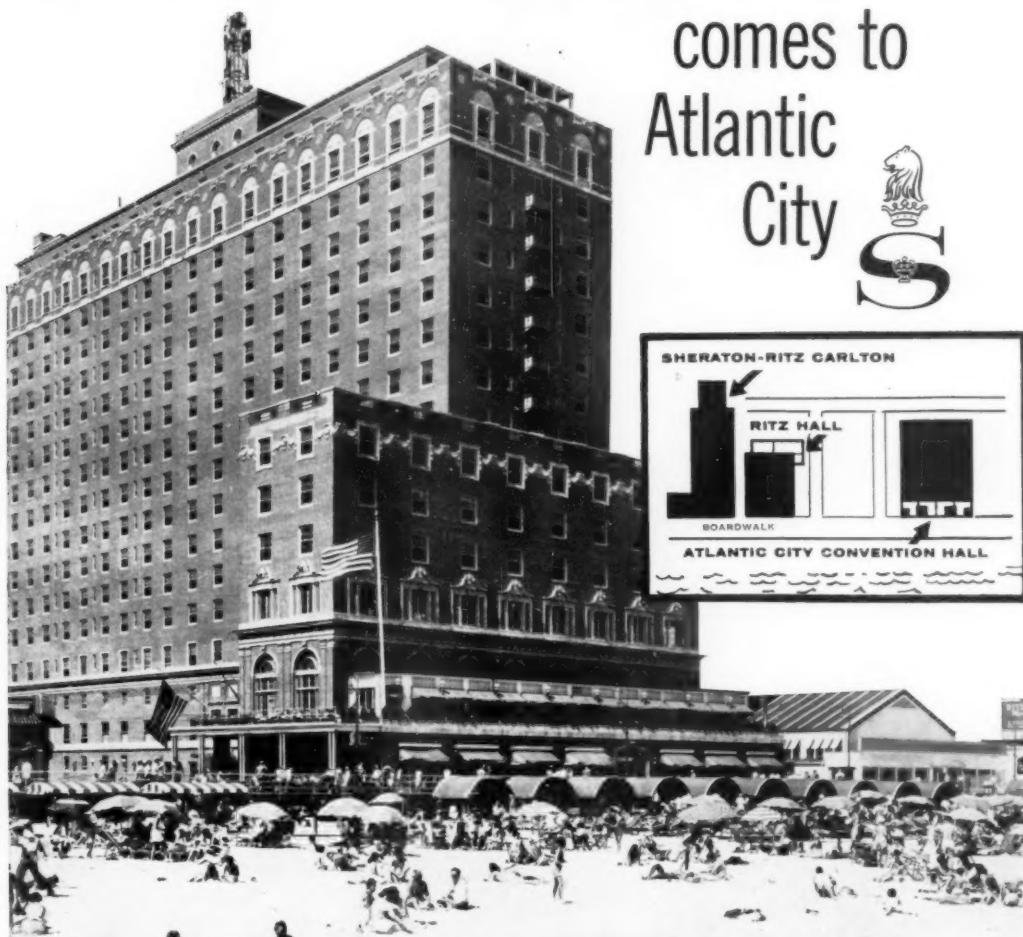
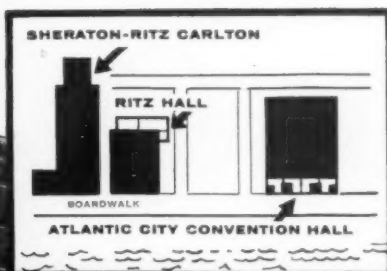
MONTREAL
Sheraton-Mt. Royal
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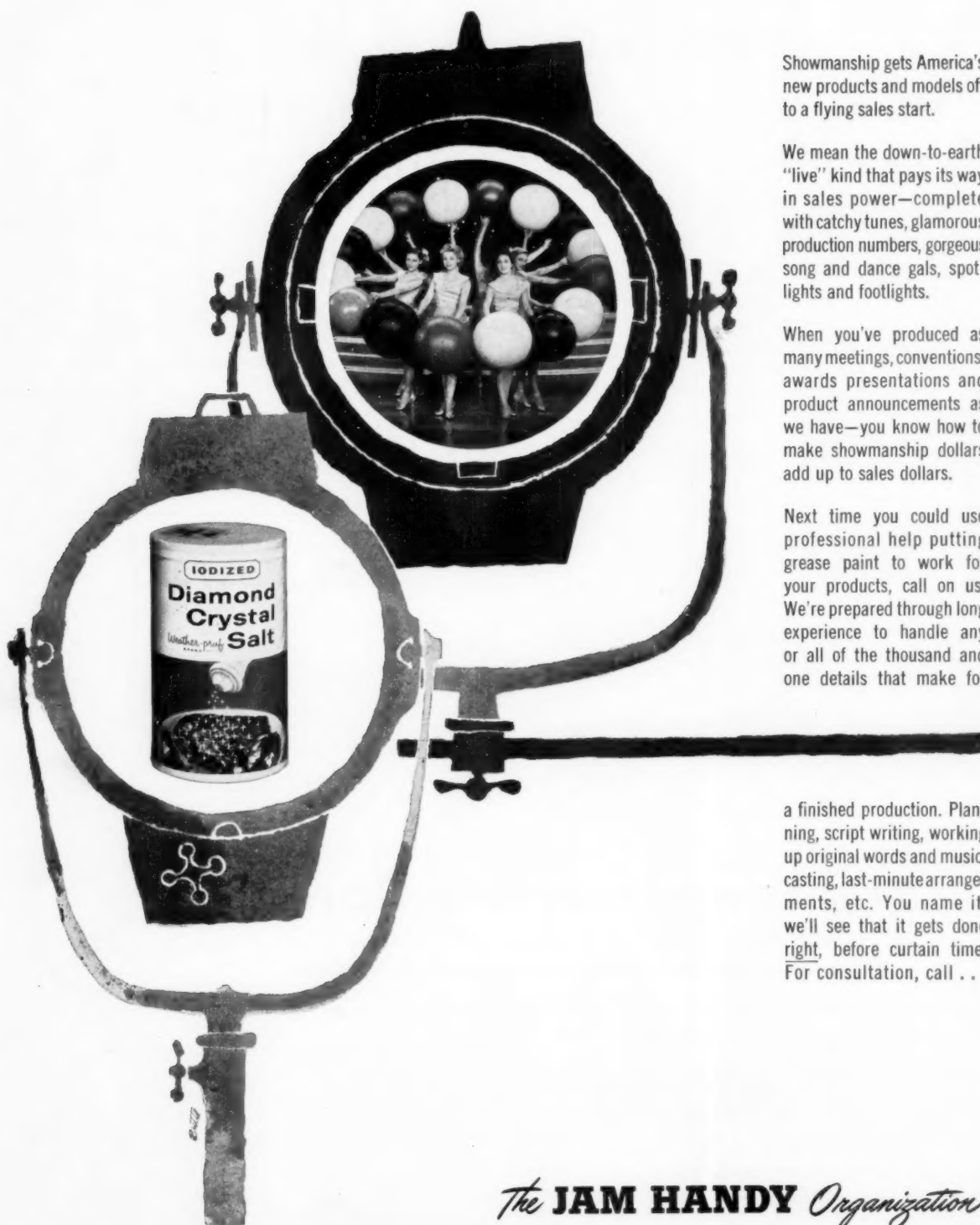
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